

# CityDesign

gov 02-663  
CityDesign Collaborative, Inc.  
334 Boylston Street  
Boston, MA 02116  
617/536-1331

Urban Design  
Architecture  
Landscape Architecture  
Planning  
Graphic Design

Randolph Jones,  
President  
John R. Benson  
John W. French  
Steven A. Heikin  
Richard A. List  
Carol Monacelli  
John R. Shields

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BRA

3882

~~BOSTON REDEVELOPMENT AUTHORITY~~  
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August 20, 1981

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Mr. Robert J. Ryan  
Boston Redevelopment Authority  
City Hall  
Boston, MA 02201

BOSTON REDEVELOPMENT AUTHORITY  
OFFICE OF THE DIRECTOR

Re: Downtown Crossing RFQ

Dear Mr. Ryan:

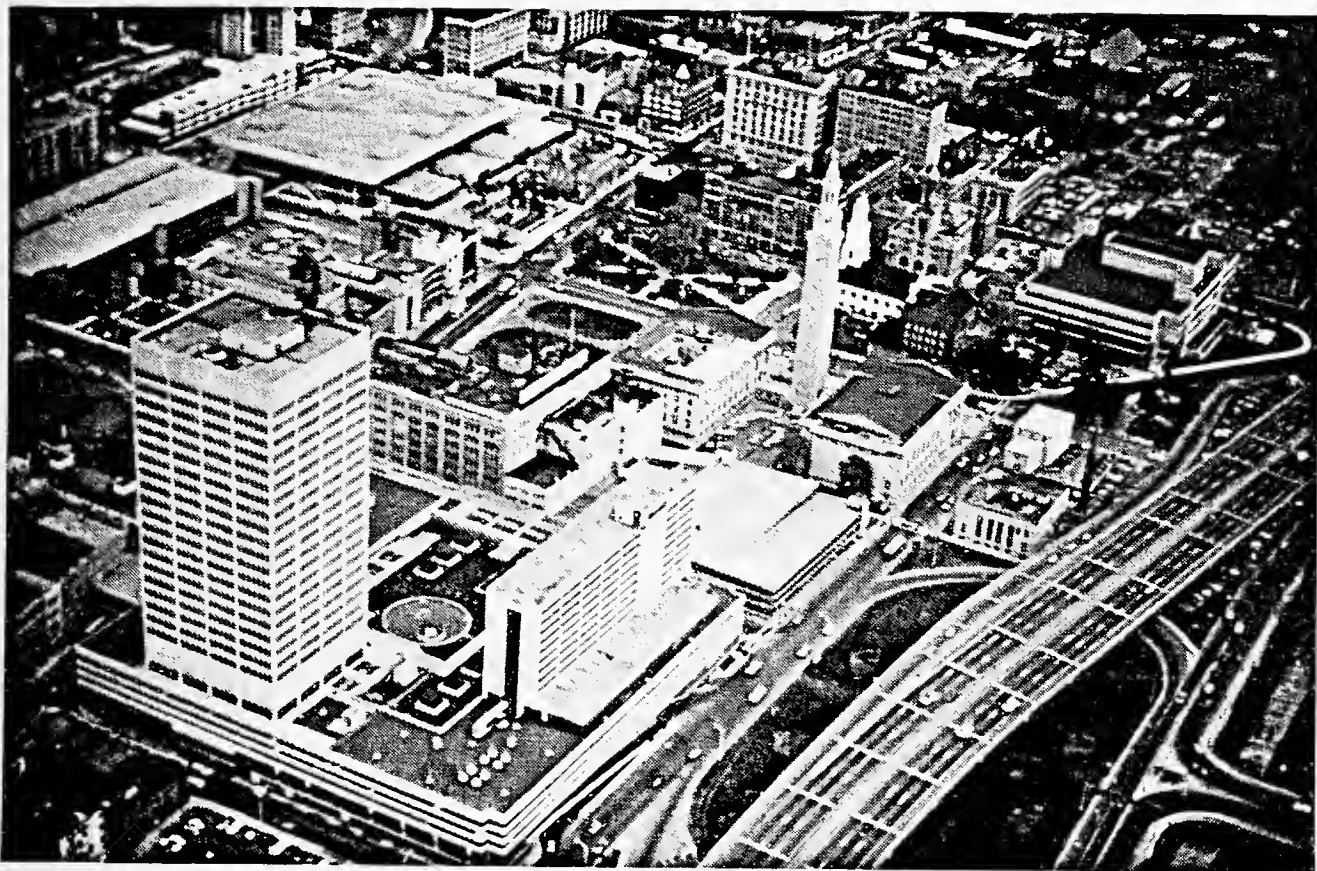
CityDesign Collaborative, Inc., is pleased to respond to your request for qualifications for a land use/urban design study for the Downtown Crossing. We recognize the importance of this project to the long-range viability of the downtown, and would very much like to participate in the effort to fine-tune and enhance the work accomplished to date. The key issues to be addressed in the Downtown Crossing study -- improved operation and amenity of the pedestrian and vehicular circulation systems -- have long been central concerns of our work.

We firmly believe that no effort should be spared to make the Downtown Crossing the most attractive, lively, and functional place it can be. We owe it to ourselves as planners and designers, and to the citizens of Boston, to make this experiment succeed. The Crossing has all the ingredients of a large-scale downtown success story. To assure that it remains a permanent feature of the cityscape, we must make it work to its full potential for all its users -- pedestrians, motorists, deliverymen, taxis, transit, storeowners, street performers, etc. Recent news that Philadelphia's Chestnut Street transitway may revert to a vehicular street is a sad reminder that good ideas need followup attention and fine-tuning if they are to remain viable.

The remainder of this letter will provide you with a brief history of our firm and descriptions of relevant experience. Resumes of key personnel and our firm brochure are attached.

Downtown  
Xing





## Springfield Heritage State Park

John Shields and Richard List are responsible for urban design, planning, programming and landscape architecture for a series of open spaces in downtown Springfield and streets linking them. The central focus is Court Square, adjacent to Springfield's City Hall and Symphony.

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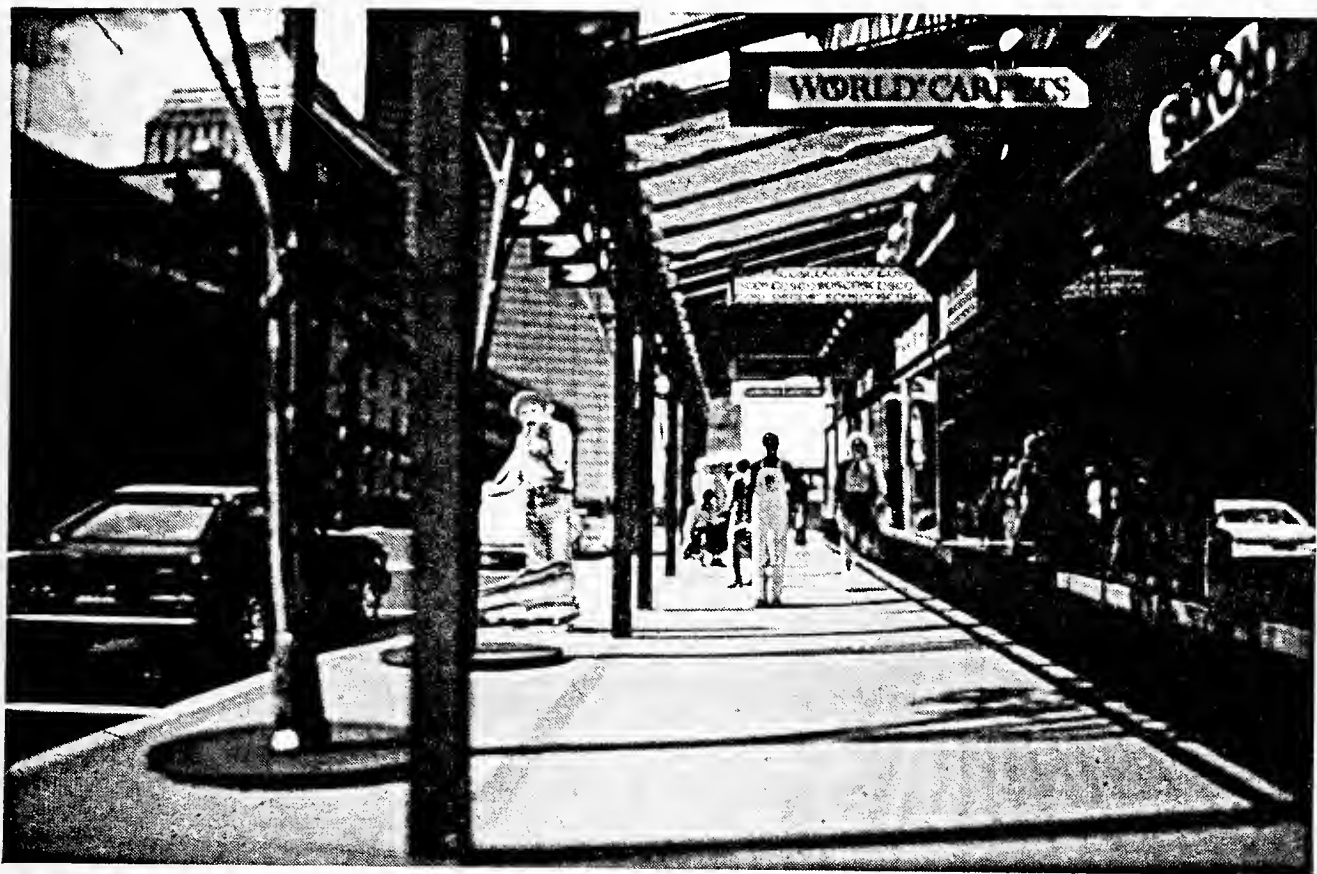
<http://www.archive.org/details/redowntowncrossi00city>

## CityDesign Collaborative, Inc.: Firm Background

CityDesign Collaborative is a firm of planning and design professionals with a long history of interest and experience in urban design and the downtown environment. We are a group of sixteen persons, with seven principals representing the disciplines of urban design, architecture, landscape architecture and graphic design. Each principal has ten to fifteen years of experience in his/her respective field. While CityDesign itself is just over one year old, the firm is an outgrowth of the Boston office of David A. Crane & Partners/DACP, Inc. The current principals of CityDesign worked together for several years as the senior staff and management of DACP before forming CityDesign. Our interest and experience in maximizing the form and function of the urban pedestrian/vehicular environment stretches back to the days of the BTPR. Since then, both in our capacities with DACP and now as CityDesign, we have dealt with a continuous series of relevant problems, the most recent of which are described below.

- o Springfield Heritage State Park: Funded by the Massachusetts Department of Environmental Management, CityDesign is leading the urban design and landscape architecture effort to redevelop and link three principal open space nodes in downtown Springfield. These include the Riverfront with an esplanade-like Performing Arts Pavilion; historic Court Square, the symbolic heart of the city around which the major Municipal buildings cluster; and the Quadrangle, the setting for Springfield's museums and main library. CityDesign is working closely with the Mayor's office and the primary cultural affairs groups in the City to maximize pedestrian amenities, the opportunity for spontaneous and programmed activity within the nodes and redevelopment of adjacent properties within these historic areas.
- o Lawrence Intown Development Program: CityDesign principals were responsible for the urban design and documentation of streetscape and pedestrian improvements for Downtown Lawrence. The \$10 million project included the closing of certain streets, creation of new pedestrian focal points, and new street paving, landscaping, bus shelters, graphics and signage. It is now under construction. The design concept included a sidewalk canopy system intended to maximize pedestrian amenity on Lawrence's main shopping street.
- o Milford Revitalization Plan: CityDesign has just completed a study, with Vanesse/Hangen Associates Engineers, of traffic, parking and streetscape improvements for Milford, MA. The study provides a set of modest, incremental recommendations for coordinated enhancement of the downtown traffic circulation and parking system, landscape and pedestrian amenities, and storefront/signage improvements.



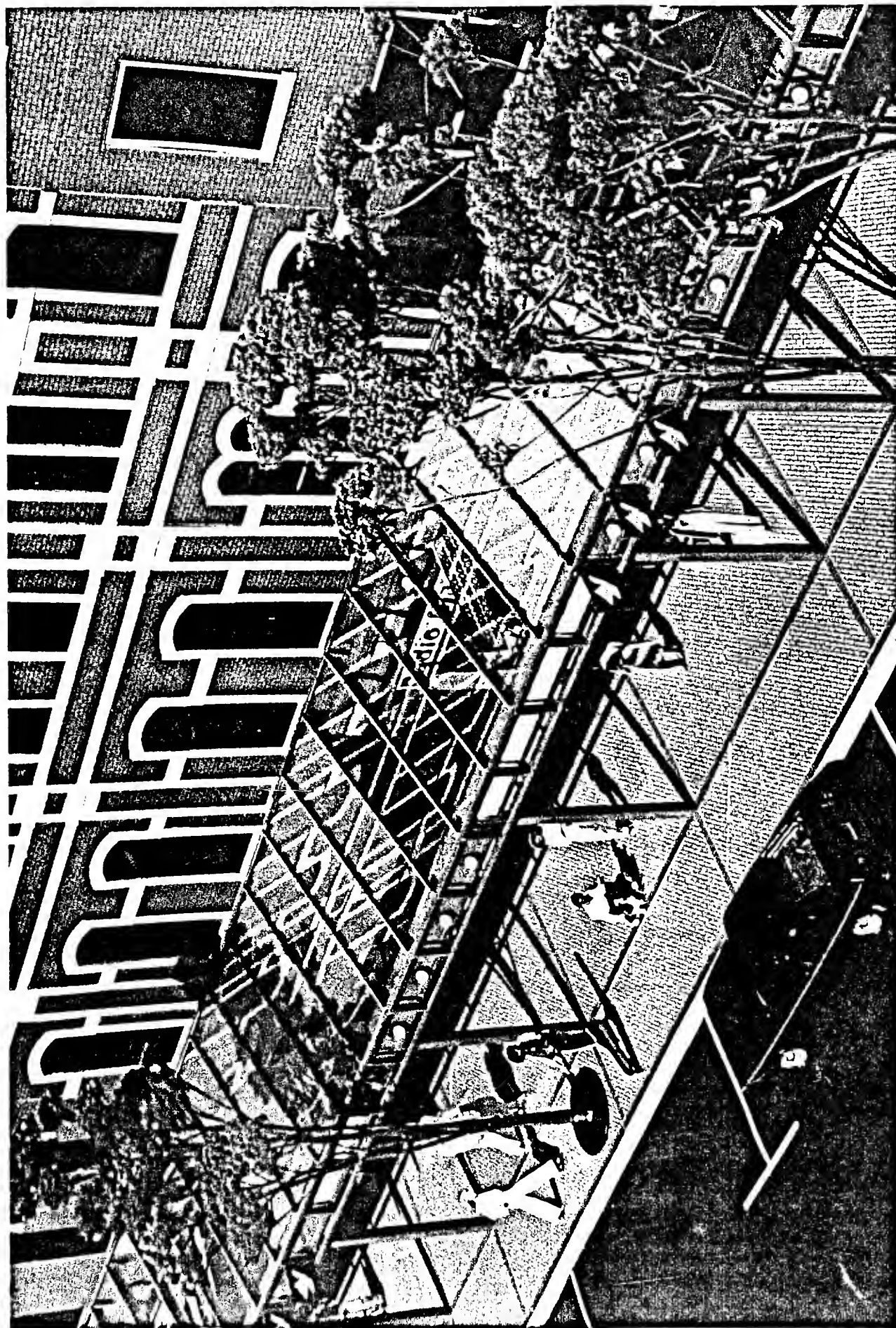


## Essex Street Shelter

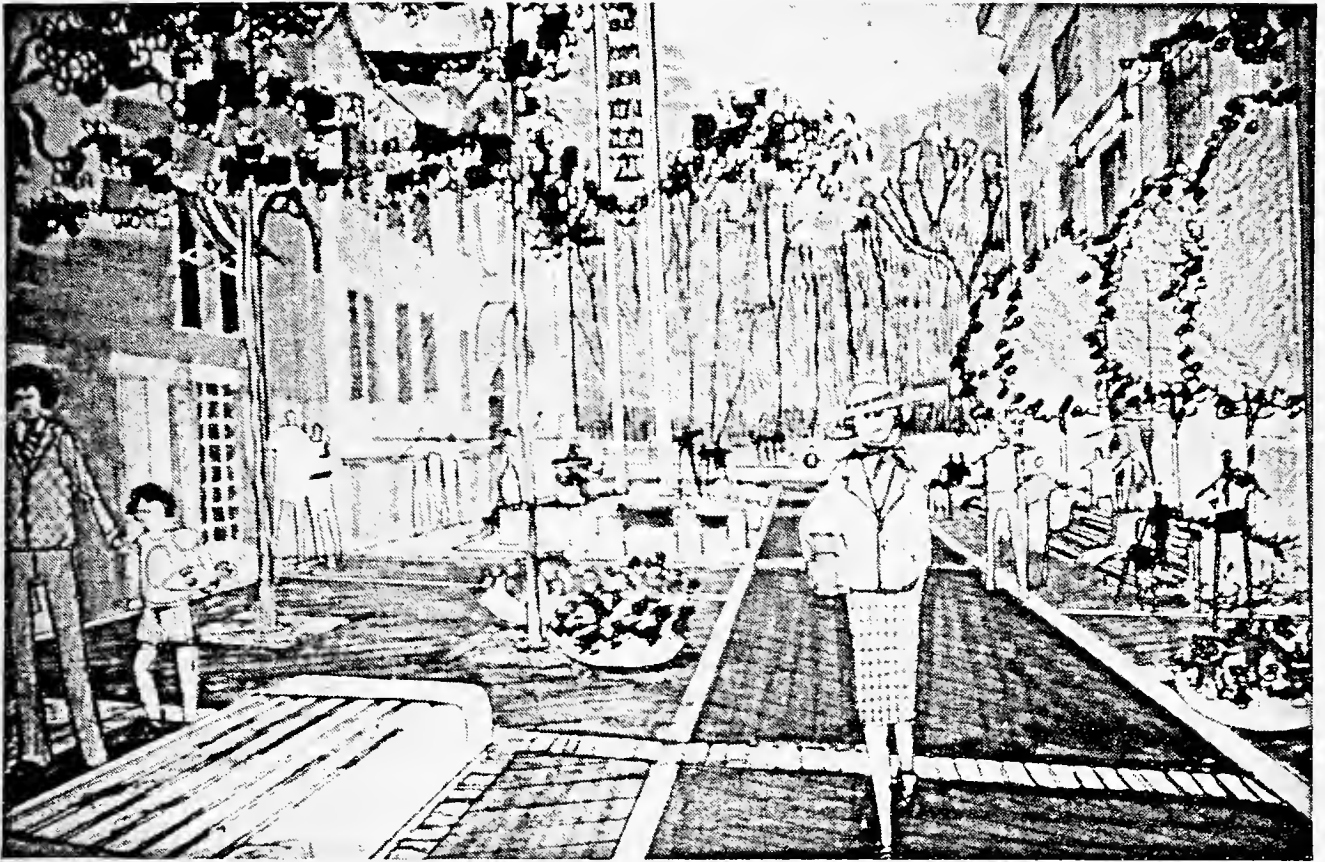
Steve Heikin of CityDesign was responsible for the design of this sidewalk shelter for Essex Street, incorporating an integrated system of lighting, signage, and sun protection. The design followed a thorough study of comparable systems, including cost and legal implications.











## Pemberton Way

As part of the downtown Lawrence improvements, Pemberton Street was closed, and a much-needed public plaza developed adjacent to City Hall. Amenities include an open air market located under a bosc of trees, the recreation of the original public water fount on its site, and the installation of a monumental carillon in a newly created plaza fronting the First Baptist Church.





## Lawrence Bus Shelter

John Shields was responsible for the design and documentation of this new stainless steel bus shelter prototype for the City of Lawrence and the Merrimack Valley Regional Transit Authority. An initial installation of fifteen shelters will shortly be in place as part of the Lawrence Downtown Revitalization Program.



# CityDesign

page 3 of 4

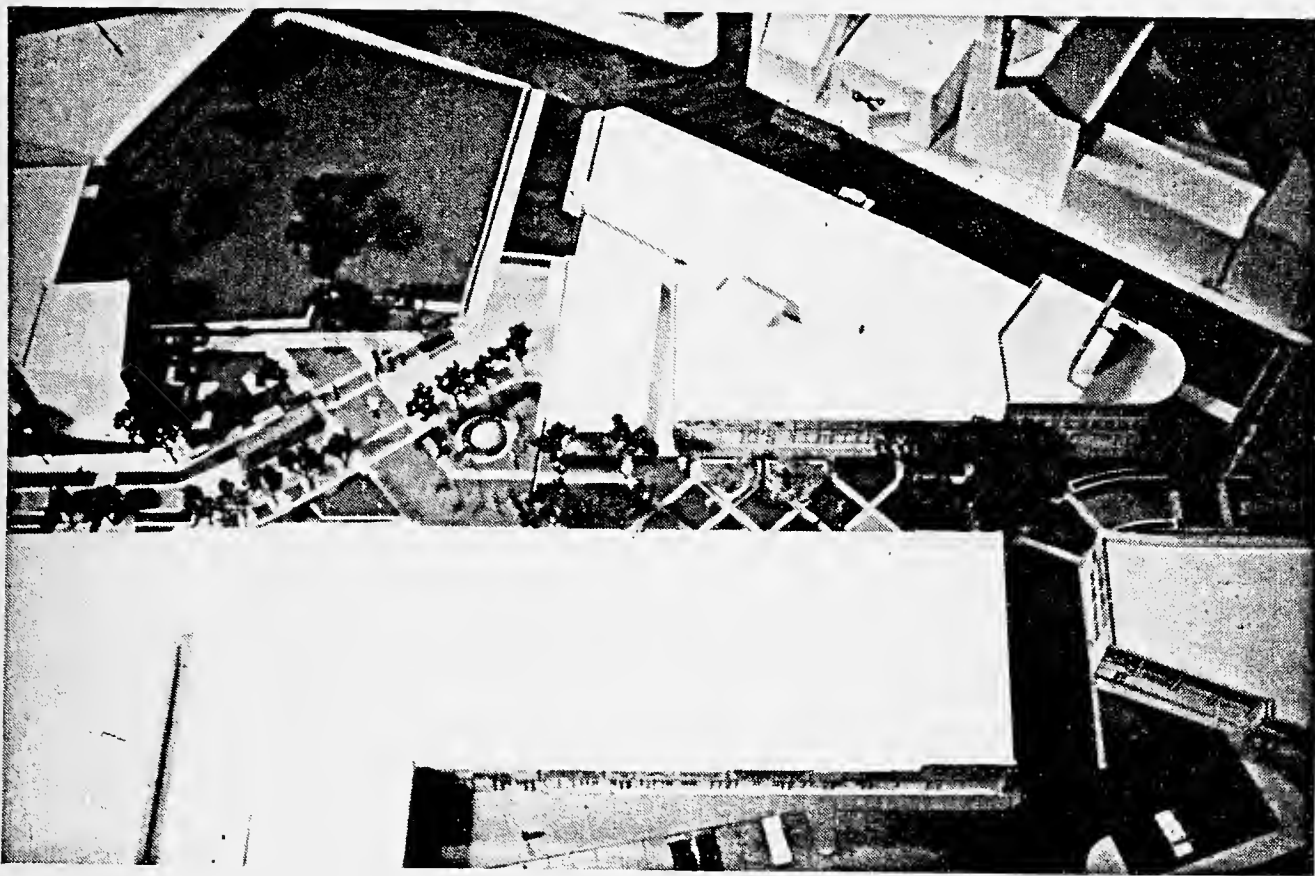
- o Jackson Square Revitalization: In Weymouth, CityDesign has developed an overall urban design revitalization plan for the town's historic commercial center. The plan integrated traffic, parking, open space, architectural rehabilitation and reuse issues, and developed a concise implementation schedule. CityDesign provided final design services for a major new public parking facility, and is currently involved in streetscape final design throughout the area. CityDesign has also done the preliminary design of landscape improvements along the picturesque Herring Run which passes through the village center.
- o Jackson Square Architectural Handbook: In parallel with the larger scale urban design study, CityDesign principals provided the town of Weymouth with a set of architectural guidelines for storefront and signage improvements in the town's central shopping area. Individual storeowners were provided consulting design services, details, and cost estimates for improvements to their properties.
- o East Arlington Open Space and Development Study: CityDesign has recently completed a study of the opportunities and impacts related to extension of the Red Line to Alewife. Under the firm's direction, a consultant team including economic, traffic, and environmental consultants evaluated alternative development scenarios for a large parcel of land adjacent to Route 2 in East Arlington, and recommended traffic, economic, environmental and urban design standards which development on the site meet. CityDesign also provided landscape concept plans for the integration and improvement of two neighborhood playgrounds lying on either side of the former Lexington branch B & M right of way.
- o Medford Square: CityDesign principals developed the initial concept for the Medford Square Improvement Program, including the creation of a pedestrian/transit mall, traffic circulation changes, and a landscape and parking improvement program. The initial phases of the project are underway.

The projects described above and in the accompanying material should indicate the breadth of CityDesign's interest and experience in the programming and design of urban public spaces from the conceptual level down to the details of street furniture, signage and storefront improvements.

Our key principals in urban design -- Randy Jones, John Shields and I -- have other past experiences which further indicate our commitment to this area. Randy, for example, had full responsibility for the programming and design of the public spaces in Philadelphia's Penn's Landing project, particularly the pedestrian esplanade which extends along the entire Delaware waterfront. John Shields was Director of Urban Design and Planning for the Lowell National Cultural Park Master Plan. In 1976-7 I took a leave of absence from DACP to spend a year in Italy as a Fulbright fellow in Urban Design, examining the uses of urban public space.







## Medford Square

Randy Jones was Project Manager and Steve Heikin Project Architect for the design of a pedestrian/transit mall in Medford Square. The project included design of a new Ring Road along the Mystic River, bypassing the Square, coordinated with transit and parking improvements and the pedestrianization of the central block of the Square's main Shopping Street.



The attached reprint -- directed to the downtown development community -- is one outgrowth of this study. This European experience -- which John Shields shares -- has also been put to use in the current design and programming concept for the Springfield Heritage State Park. Our broad observations of the European streetscape -- and especially auto-restricted shopping areas -- provide a rich wellspring of ideas for our work. We are cognizant, of course, of the differences in natural and social climate which must temper the application of European concepts here.

Given our firm background and individual interests, our reasons for wanting to participate in the Downtown Crossing Study should be quite clear. I should add that we would be similarly interested in other, comparable projects for which the BRA seeks the services of an outside consultant. We would welcome the opportunity to meet with you personally to discuss further our capabilities and mutual interests. I believe that this is a very appropriate time for what is probably a long-overdue introduction.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Heikin". The signature is fluid and cursive, with a large initial "S" and a stylized "H".

Steven A. Heikin AIA  
Vice President

Enclosure

SH/jc





## U.S. planners eye European streetscape

American architects and urban designers have long looked at European cities as models and sources of inspiration. Where once, however, the object of study was the architectural style of a gothic church or Beaux Arts public building, today the focus of interest is the streetscape itself — both its form and activity. Urban public spaces in Europe — the active plaza and marketplace — are being looked at closely, and the lessons learned are being used with increasing success on these shores. Real estate investors and developers should become aware of these lessons, because success here means not just a positive contribution to the urban environment, but the creation of strong development opportunities as well.

One lesson is that the creation of new urban spaces in themselves is only a partial solution to the problems of our city centers. New York City's pioneering "plaza bonus" allowed developers an increase in Floor Area Ratio in return for the creation of a public plaza at grade. While the bonus was attractive enough to create a succession of plazas along Sixth Avenue during the midtown building boom, in retrospect the results are mixed at best, and represent a lost opportunity both from the public perspective and that of the developer.

The early plazas — those of the '60s and most of those of the '70s — were sterile places. To be sure, they allowed more light and air to reach the street, the basic objective of the zoning bonus. By design, however, most plazas discouraged the kind of activity typically associated with outdoor public spaces in Europe — sitting, talking, shopping, perhaps sipping a coffee or

eating lunch on a nice day. Few, if any, were provided with benches or "sittable" walls, let alone any activity generators such as news kiosks or cafes. The office buildings to which these spaces related equally discouraged any public interaction, presenting only an elegant but barren elevator lobby designed mainly to enhance the corporate image of the prime tenant or owner.

Developers today, along with the city officials with whom they must deal, are realizing the nature of this lost opportunity. That opportunity lies in the concept of mixed use, along with the creation of a positive interaction between the indoor and outdoor "rooms" of the city (for the plaza is an outdoor room), and the stimulation of activity in our urban spaces. In a major project in which a developer has control of grade-level enclosed or plaza space which is accessible to the public, the space can be used to generate revenue at the same time that it is providing a public amenity. Mixed use — the inclusion of retail, restaurant and entertainment facilities in, around and under major new office buildings (like New York's Citicorp Center) — is the new prestige symbol. Much more than simply enhancing the public image of a project, however, well-designed, active

public spaces enhance the attractiveness of the urban center as a whole and can contribute to the change in image that many centers must achieve if they are to become once again the "place to be."

The effect can be achieved even in areas around a project where the owner-developer has no direct control. In the past, merchants and building owners have resisted the appearance of street vendors selling their wares in front of established retail stores. Licensing battles have taken place in cities across the country, and the need for some control is unarguable. For the most part, however, the street vendors — artists and musicians as well as craftspeople and other small "retailers" — serve as another incentive to attract shoppers downtown and to make downtown a more vibrant and desirable place to work. Cities can exert control over vendors in ways that are mutually beneficial, by regulating the size and location of stalls, hours of operation and length of individual permits. Municipalities can also create new opportunities by establishing lunchtime or weekend street closings and creating new pedestrian areas to add to the space available for these activities. Telegraph Avenue in Berkeley, Calif., was redesigned over 20 years ago just for the purpose of providing room for street vendors, who organized themselves and held a lottery each morning to assign locations. The craftsperson-street vendor segment of the economy, in many ways an incubator for future business and an alternative, self-motivated employment sector, can thus continue to function and prosper while providing a positive contribution to the downtown environ-

*Editor's note: This month's columnist, Steven A. Heikin, is an architect and a principal of Boston-based CityDesign Collaborative, Inc., a firm specializing in urban revitalization and adaptive use architecture.*



# **CityDesign Collaborative**

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CityDesign Collaborative is a professional services corporation dedicated to the practice of urban design, planning, architecture, landscape architecture, and graphic design. The principals in the firm have worked in close association for the last several years. We bring to the collaborative a diversity of interests and experience, with a common tradition of sensitive, innovative response to client and user needs. Our focus on the issues of environmental context, transportation, energy efficiency, and adaptive use is especially appropriate to the imperatives of the 1990's.

CityDesign is a collaborative of practicing professionals in architecture, landscape architecture, urban design, planning, and graphic design. Each brings ten or more years of experience in his respective field. Collectively, we have had major responsibility for projects involving over \$250 million in completed or pending construction.

**Randolph Jones, President**

B.Arch. University of Washington  
M.Arch., M.C.P. University of Pennsylvania  
Reg. Arch.: Mass. Member, APA

**John Reid Benson, AIA**

B.A. Yale University  
M.Arch. University of Pennsylvania  
Reg. Arch.: Mass., NCARB

**John Winfield French, AIA**

B.A., magna cum laude, Dartmouth College  
M.Arch. University of Pennsylvania  
Reg. Arch: Mass, Pa, NCARB

**Steven A. Heikin**

B.A. University of Pennsylvania  
M.Arch. Yale University  
M.C.P. in U.D. Harvard University  
Reg. Arch: Mass. Member, APA

**Richard A. List**

B.S. Syracuse University  
B.L.A. Syracuse University  
M.L.A. Harvard University

**Carol Monacelli**

B.S. Skidmore College

**John R. Shields**

B. Arch. Georgia Institute of Technology  
M.C.P. in U.D. Harvard University  
Reg. Arch: Mass.





# Project Experience

The principals of CityDesign have directed or had key roles in a wide variety of projects at all scales, and in all aspects of the built environment, from planning and design through construction documentation and supervision. A listing of selected projects includes:

*Lowell Historic Canal District  
Commission/U.S. Congress*  
Lowell National Historical Park  
Lowell, Massachusetts

*Office of the Governor,  
Commonwealth of Massachusetts*  
Otis Park Plan  
Cape Cod, Massachusetts

*City of Medford, Massachusetts*  
Medford Square Revitalization/Riverside  
Transit Mall/ Parking Garage

*City of Lawrence, Massachusetts*  
Lawrence Intown Revitalization Program/  
Downtown Parking Study

*Town of Weymouth, Massachusetts*  
Jackson Square Urban Design Plan/  
Municipal Parking Facility Design/  
Architectural Renovation Guidelines

*Town of Arlington, Massachusetts*  
East Arlington Development and Open  
Space Study

*Massachusetts Bay Transportation  
Authority*  
Porter Square Temporary Commuter Rail  
Station  
Redline Extension, Harvard to Davis  
Square  
Broadway and Andrew Station  
Modernization Program  
Minuteman Area Transit Study

*Massachusetts Department of Public  
Works*  
Fringe Parking Design/Assessment Study  
Boston, Massachusetts  
Mass. Bicentennial Signing System

*Massachusetts Department of  
Environmental Management*  
Lowell Heritage State Park Signing  
System  
Lowell, Massachusetts

*National Park Service*  
Boston National Historical Park  
Wayside Interpretive Exhibits

*Egyptian-Kuwaiti Company for Real  
Estate Development/  
Parsons Brinckerhoff Sabbour*  
Near City Center/Mixed Use  
Development  
Cairo, A.R.E.

*Crowninshield Corporation*  
Tannery II Section 8 Housing  
Peabody, Massachusetts  
School Conversion/Housing for the  
Elderly  
Revere, Massachusetts

*Harrington, Keefe, and Schork*  
Emerson School Condominium  
Conversion  
Newton, Massachusetts

*American Properties Team/ TWB Inc.*  
Northford Square Townhouses  
N. Chelmsford, Massachusetts  
Ashland Commons Family Housing  
Ashland, Massachusetts

*New York State Urban Development  
Corporation*  
Plattsburgh Housing  
Plattsburgh, N.Y.  
Arborhill Housing  
Albany, N.Y.

*WeCan Neighborhood Improvement  
Association*  
706 Family Housing (DCA/BHA)  
The Great House Sale (BRA)  
Dorchester, Massachusetts

*Town of Durham, New Hampshire*  
Town Offices

*LSW Development Associates*  
Kilani Village Apartments  
Honolulu, Hawaii  
Pacheco Village Apartments  
Marin County, California  
Sacramento Street Apartments  
San Francisco, California

*Rossi-DeMeuse Company*  
Lakeview Apartments  
Fresno, California

*Sugar Mountain Company*  
Sugar Mountain Ski Resort Community  
Banner Elk, North Carolina

*Town of Glastonbury, Connecticut*  
Bucks Corners/Buckingham Village  
Center Development

*Harvard Community Health Plan*  
Regional Facility Site/Programming  
Study  
Medford, Massachusetts

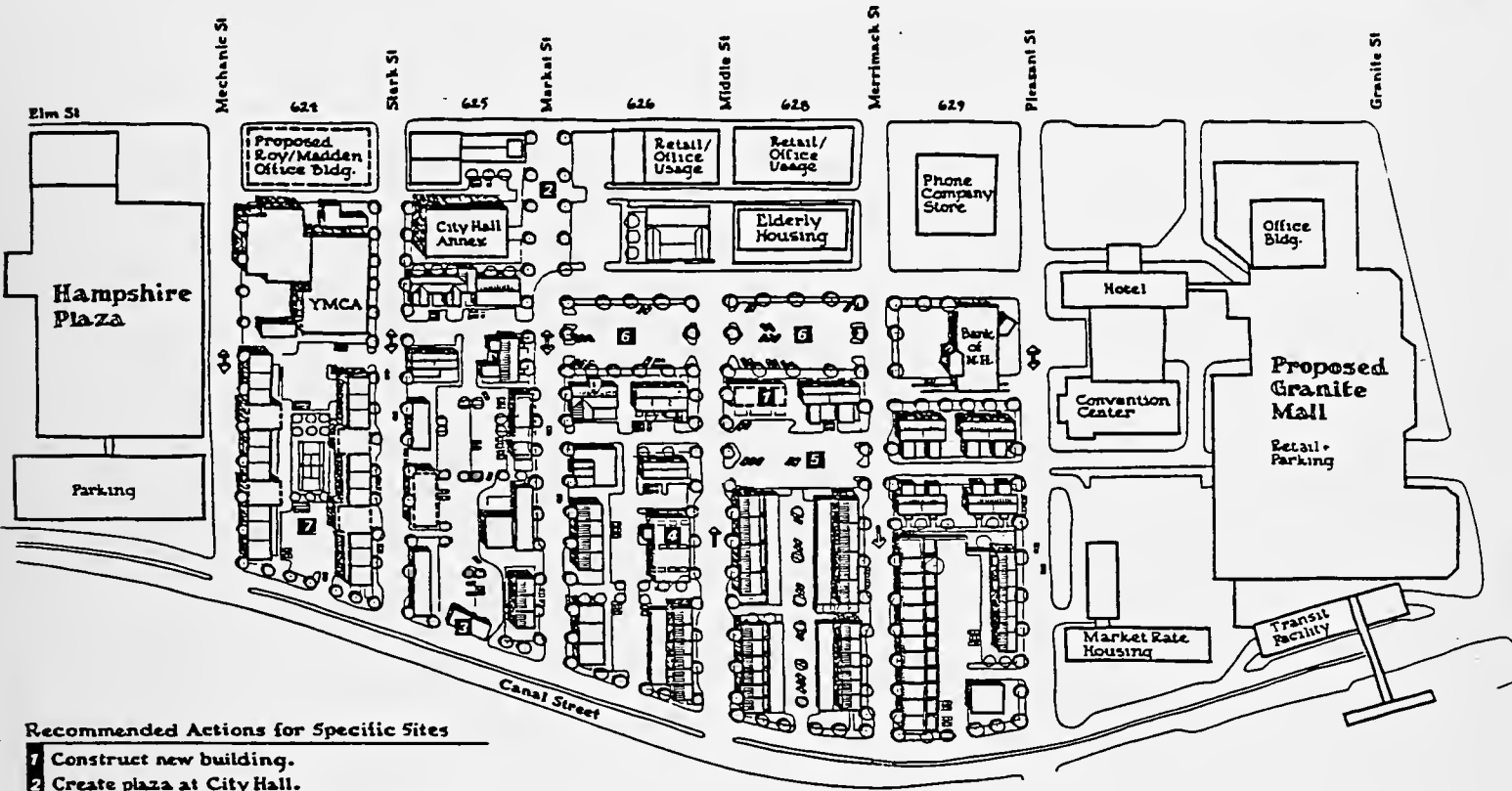
*Minority Medical Enterprises, Inc.*  
Community Medical Center  
MME Main Offices  
Philadelphia, Pennsylvania

*City of Norwalk Redevelopment Agency*  
Norwalk Maritime Center Development  
Study  
South Norwalk, Connecticut

*City of Lewiston, Maine*  
Municipal Parking Garage



# Amoskeag Corporate Housing



CityDesign provided urban design and landscape architecture services to a consultant team responsible for preparing an historic preservation strategy and redevelopment plan for Manchester, New Hampshire's Historic Amoskeag Corporate Housing District. The Corporate Housing District which encompasses 10 blocks in the downtown and contains some 30 historic

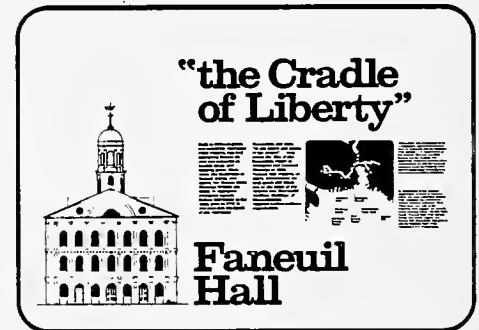
structures, was originally built as millworker's housing. A series of recommendations, including market, economic, and physical improvements were developed. Major elements of the physical plan include landscape and street improvements, infill new construction, substantial historic building rehabilitation, and reorganization of traffic and parking patterns.



# Boston National Historical Park

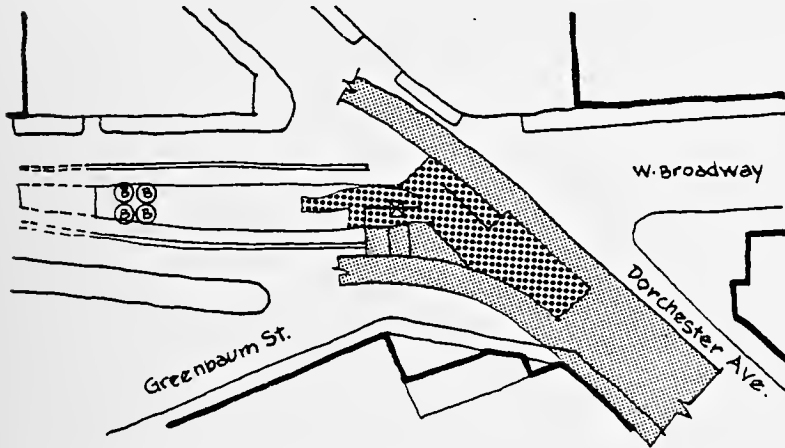


Principals of CityDesign developed an interpretive signing program for the BNHP for the National Park Service. The park includes seven key historic sites throughout Boston: the Old North Church, the U.S.S. Constitution, Old South Meeting House, Bunker Hill Monument, Paul Revere's House and Faneuil Hall. The program involved a series of design review and approval meetings with site owners, development of a standardized concrete pedestal and bronze tablet marker, and a common set of graphic conventions.










# Broadway & Andrew Stations



## Broadway Station

### SCHEME A-1

-  Existing construction at mezzanine level
-  Proposed extent of public area
-  Existing structure to be removed
-  Elevator
-  Proposed bus stop



The MBTA is currently undertaking the third phase of its station modernization program, intended to upgrade the physical plane and to increase the individual capacity of individual stations to accommodate 6-car train operations. Improved passenger comfort, station operations and maintenance, and safety, are key modernization objectives. A consultant team, consisting of Vollmer Associates and principals of CityDesign, have completed an analysis of existing station conditions and the schematic design phase for station modernization at Broadway and Andrew Stations on the MBTA's Red Line.

While improvements to Andrew include platform lengthening only, Broadway Station will be completely reorganized with new station entrances on West Broadway and Dorchester Avenue, replacement of the central bus shelter, new escalators and elevator for handicapped access, revised fare collection area, and a lengthened central platform with improved passenger surveillance. The \$5.0 million package is scheduled for completion in 1983.

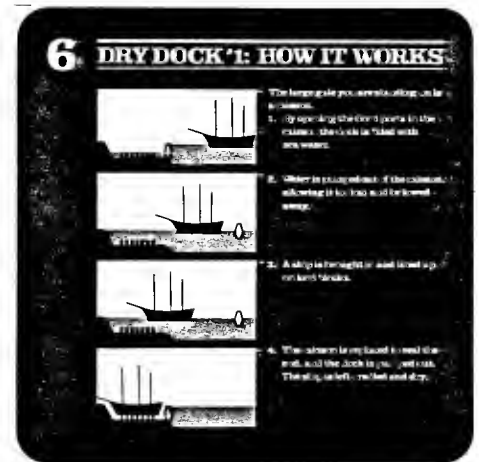




# Charlestown Navy Yard

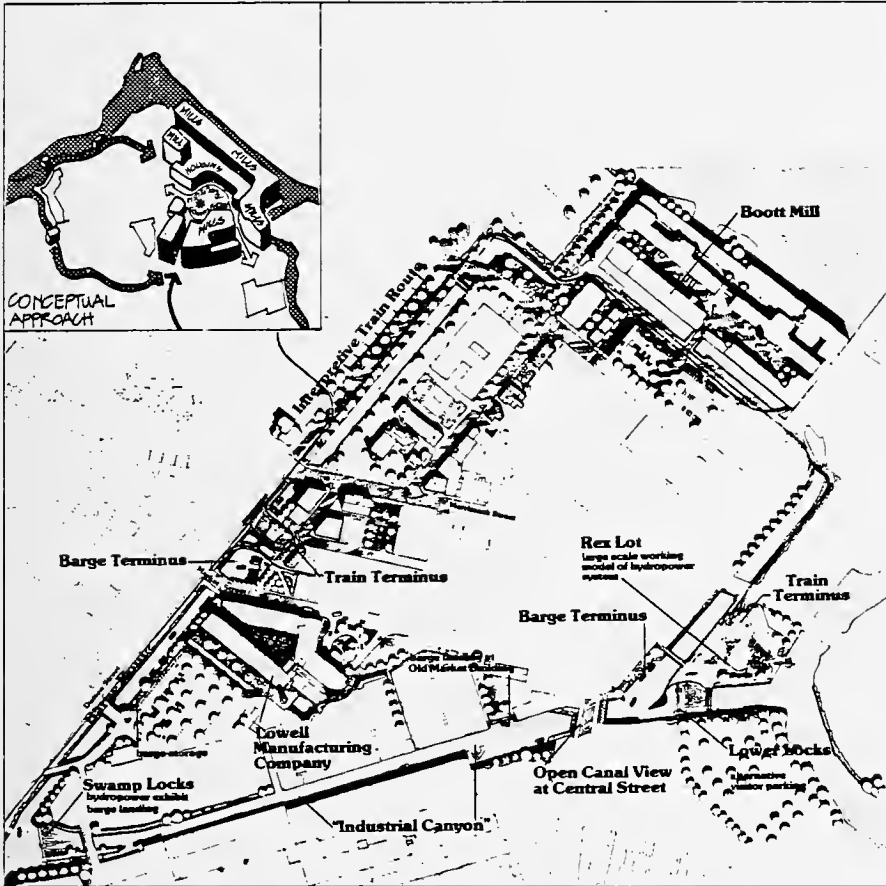


To assist visitors in their understanding of the history of the Charlestown Navy Yard, principals of CityDesign worked with NPS staff to develop a self-guided, walking tour of the yard with markers interpreting shipyard operations, Old Ironsides, shore-side support facilities and the relationship of the shipyard to the City.

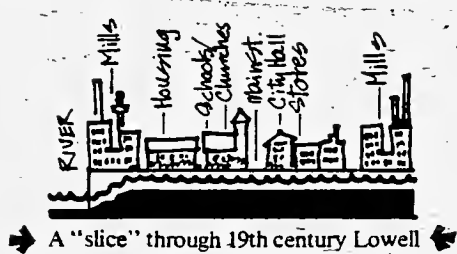
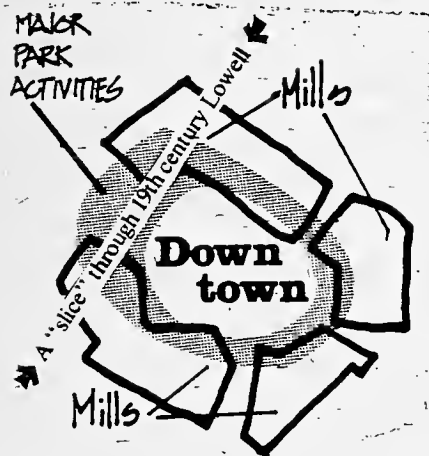




# Downtown Lowell

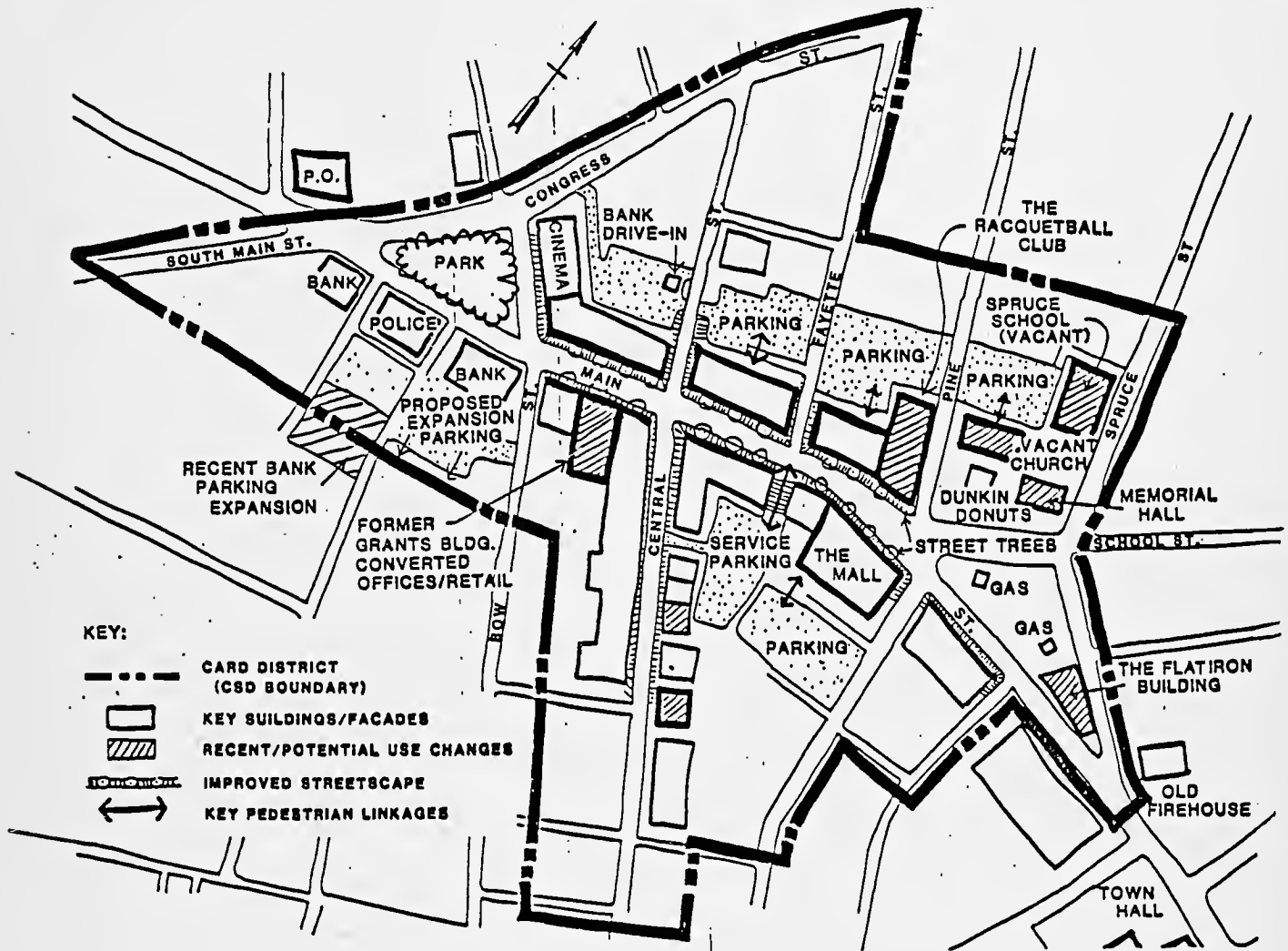


Principals of CityDesign were responsible for following development of the National Park Master Plan, a detailed open space plan for downtown portions of the park. Landscape plans were developed for the canal banks and the outdoor public space (side-walks, streets, plazas and public parks) connecting the various building sites to reinvoke the 19th century charm of the downtown area. This was accomplished through the use of ornamental trees and planting consistent with the historic theme. The plan included a comprehensive network of bike/pedestrian paths as well as a boat shuttle route along the extensive canal and river system.





# Downtown Milford

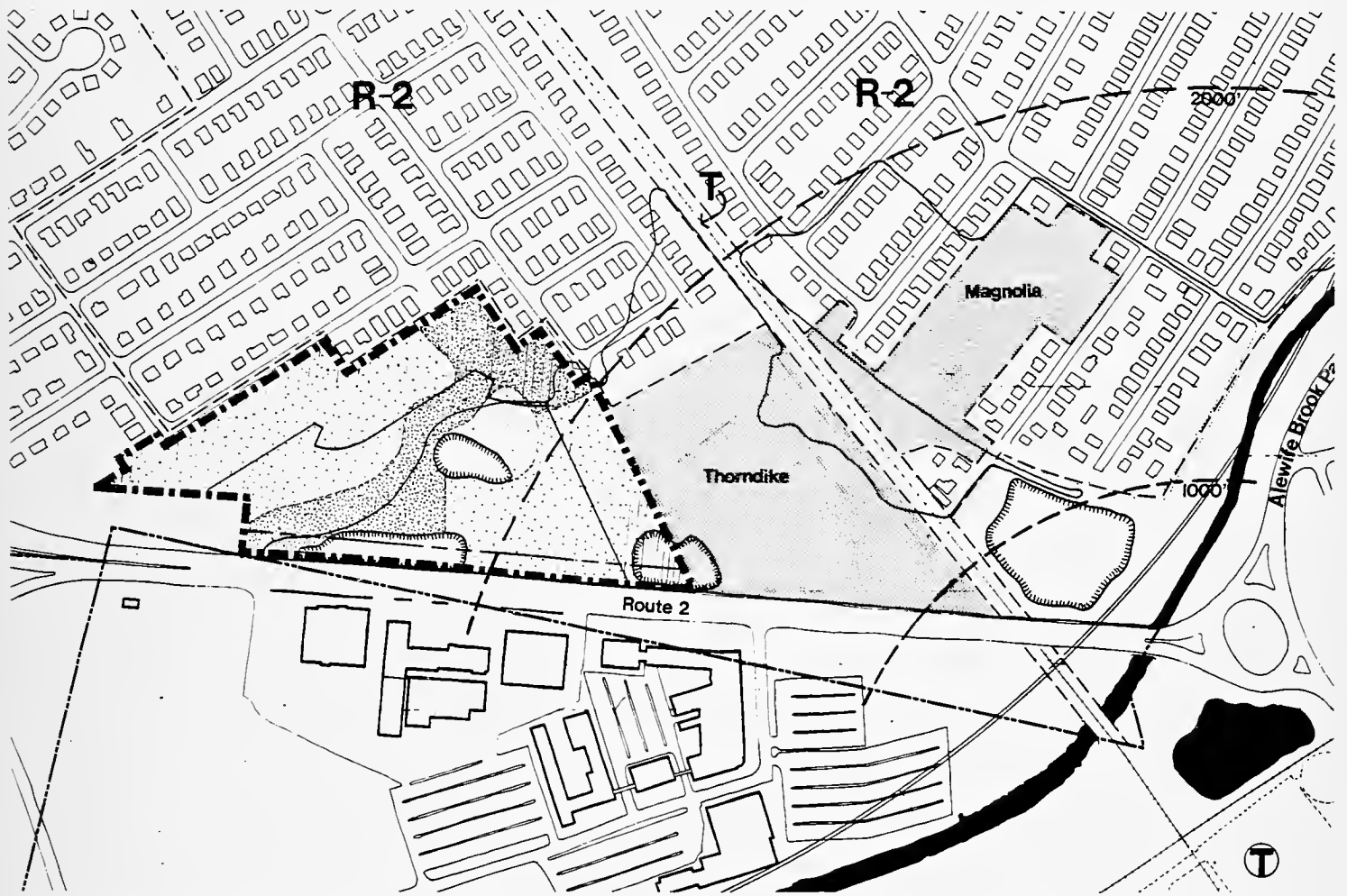


CityDesign Collaborative, in conjunction with Vanasse/Hangen Associates, Inc., are developing a revitalization plan for the central business district of Milford, MA -- a sub-regional center located 30 miles southwest of Boston. CityDesign is responsible for the urban design plan within

the recently designated C.A.R.D. District which will address a variety of revitalization objectives. The plan includes recommendations for improving the public environments, building facades, storefronts, signage and landscaping, as well as parking and traffic.



# East Arlington



CityDesign is working with the Town of Arlington to develop an implementation strategy to jointly deal with transportation facilities, development and open space in the East Arlington

Neighborhood. The study area includes a 17-acre development parcel, wetlands and watershed areas adjacent to the Alewife Brook, and major community and neighborhood recreation facilities. A thorough site and

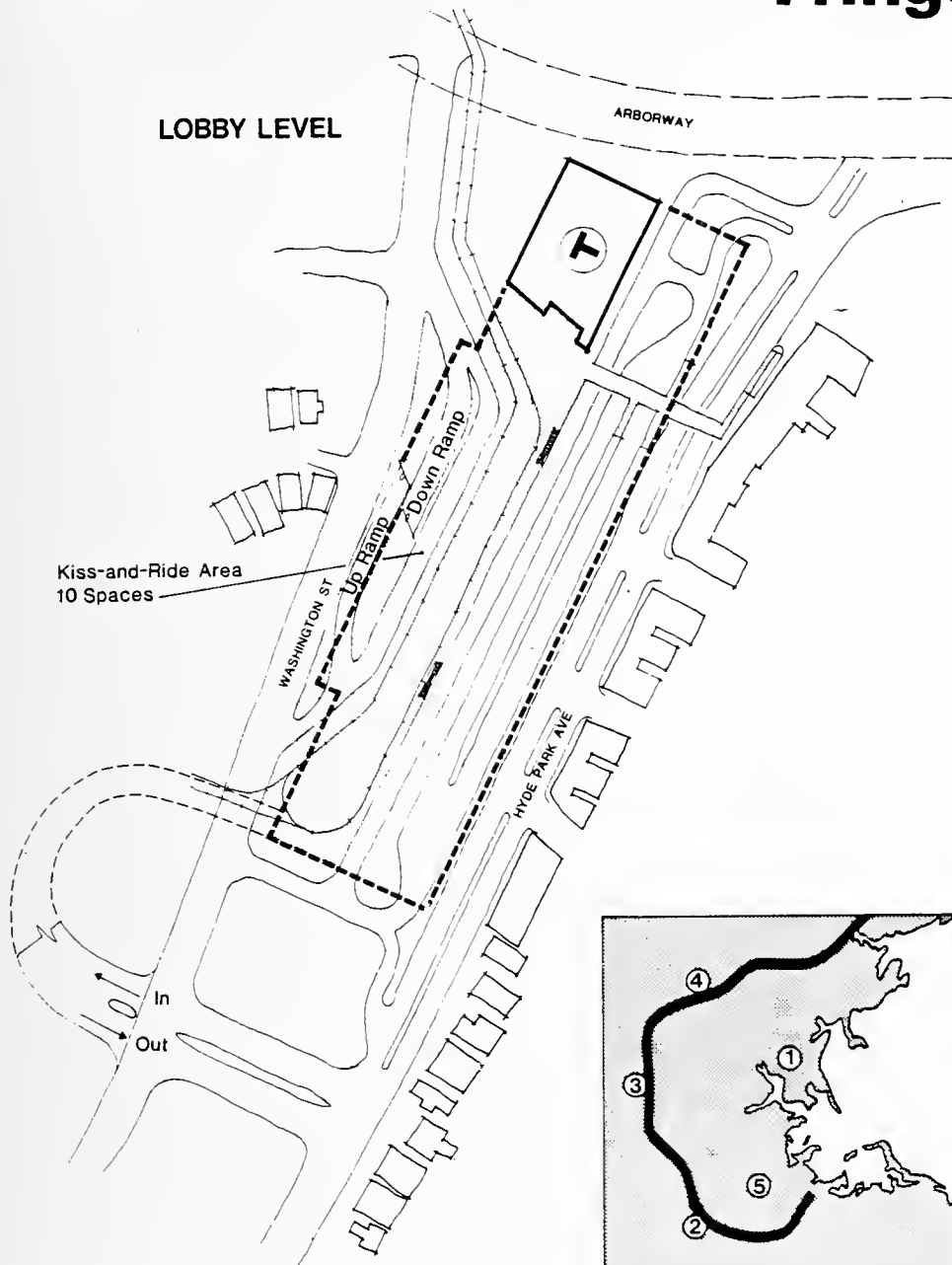
market analysis has led to the formulation and evaluation of a series of development and open space options. The goal is a coordinated strategy, balancing potentially competing objectives.





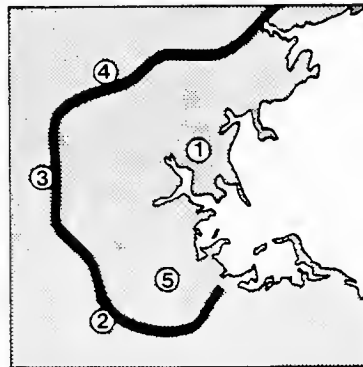
# Fringe Parking Study

LOBBY LEVEL



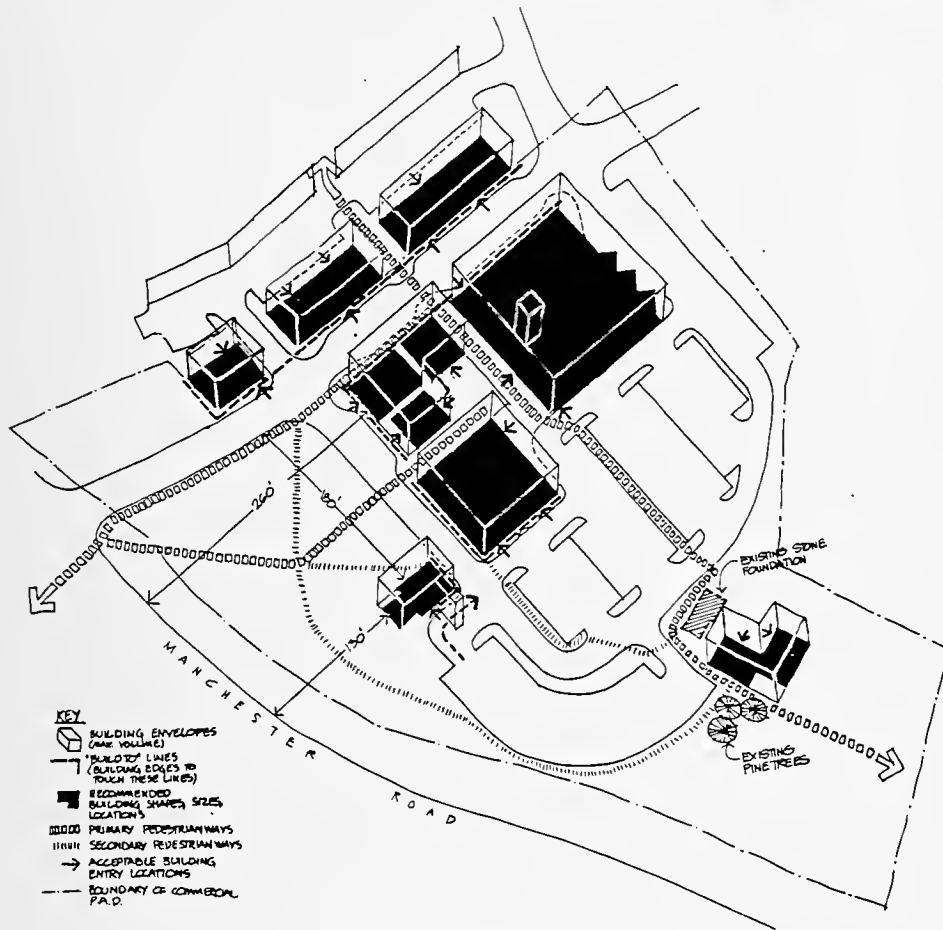
The Massachusetts Department of Public Works commissioned a study to evaluate the feasibility for fringe parking programs in the Boston Metropolitan Area. Five sites, including 2 rapid transit stations on the MBTA's Orange Line (Forest Hills and Community College) and 3 commuter rail stations (Route 128, Mishawum, and Stony Brook), were involved. The principals of CityDesign were responsible for overall coordination of the technical effort, including a parking survey, site analyses, ridership forecasting, parking programs, facility standards, design alternative, cost estimates, and environmental and economic impact evaluations.

Surface and structured parking design plans, including layouts for park-ride and kiss-ride areas, station platforms and pedestrian overpasses, traffic control, signing, landscaping, and cost estimates were developed. Alternatives were extensively reviewed by affected communities and compared for short-term construction impacts and future operating conditions.

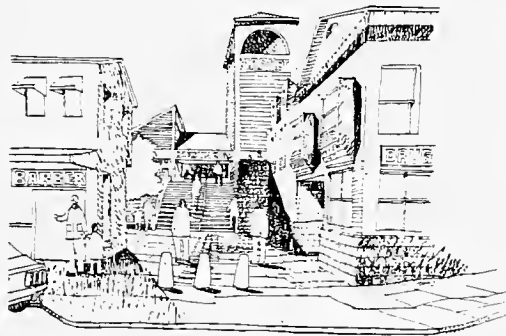




# Glastonbury Village Centers

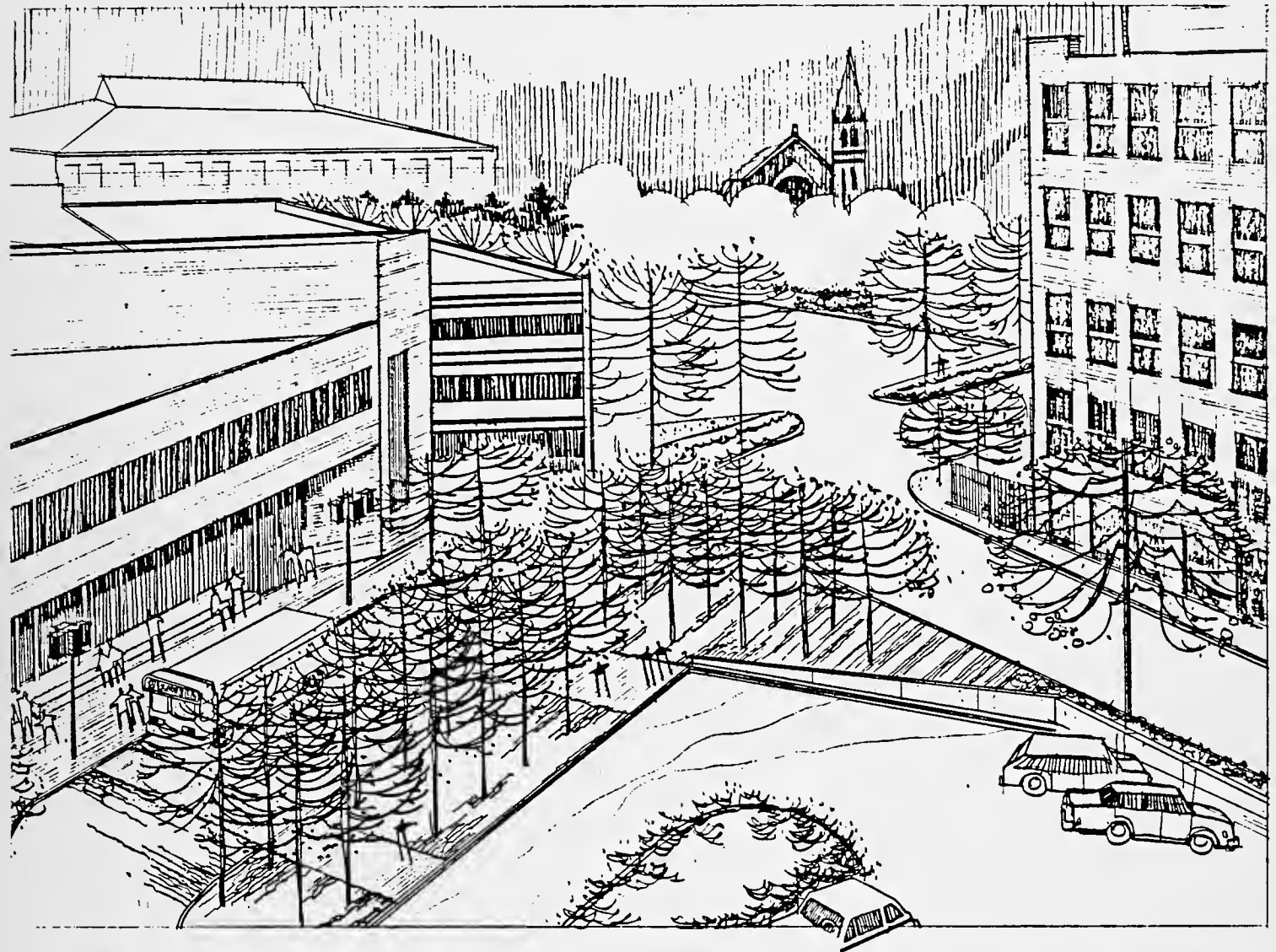


The principals of CityDesign were responsible for preparing development plans for the creation of two new village centers with a strong New England character at Bucks Corners and Buckingham in Glastonbury, Conn. The plans provide an overall framework for the rapidly expanding community which is one of the oldest towns in Connecticut. This framework was established by developing detailed design guidelines, land use plans, development standards, and site designs. Emphasis is placed on accommodating growth without the sacrifice of Glastonbury's natural setting and its sense of historic character. The study was conducted with extensive citizen and developer input. Steering committees were formed for each Village Center with representatives from neighborhood groups, elected officials, and operating commission. The staff actively worked with the Steering Committees and developers to reach consensus on housing types, density, and architectural style.





# Gallagher Transportation Terminal



CityDesign provided total Landscape Architectural services for this \$4.7 million transportation terminal serving commuter rail and bus patrons in Lowell, MA. The landscape plan provides plant material to screen surface parking

areas and development of site amenities for a major pedestrian plaza as well as planted waiting and entry areas. Amenities include specialty pavements, re-use of on-site granite and three on-site locations for environmental sculpture.

The total construction budget for landscape features is \$400,000 including planting, irrigation, lighting, and site amenities. Skidmore, Owings and Merrill are project architects.



# Jackson Square Architectural Workbook



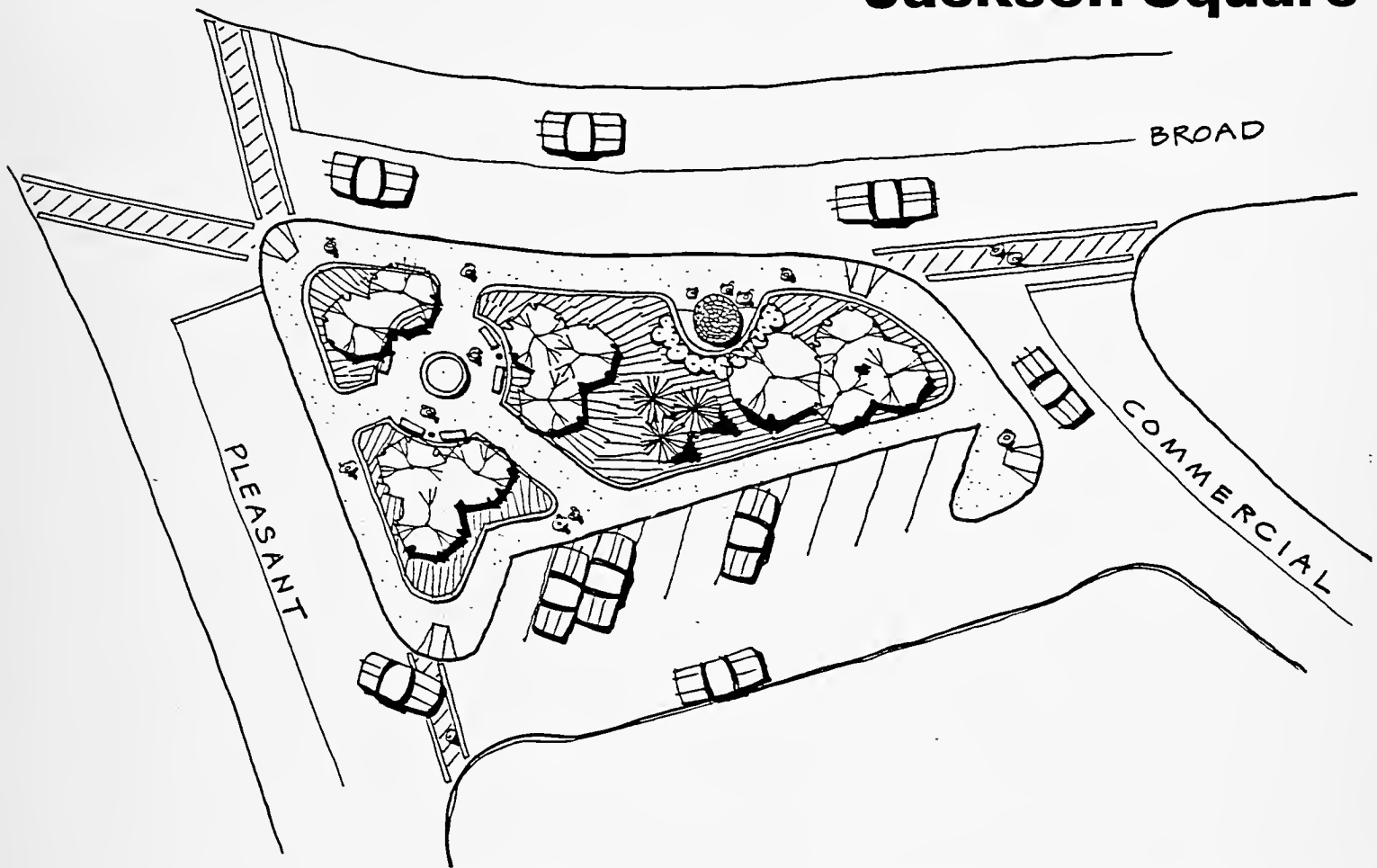
This handbook addresses the basic issues of preservation and change in a key commercial area of Weymouth, Massachusetts. First, the book aids in identifying architectural styles so that the historic elements of a building will be considered before any alterations are undertaken. Second, guidelines are established for the upkeep and renovation of commercial and residential buildings. Third, guidelines are proposed for new signage and new construction so that contemporary additions will be compatible with the existing buildings in the Jackson Square area. Finally, there is a discussion of the rebate system, developed by the Town, which will refund renovation efforts.







# Jackson Square

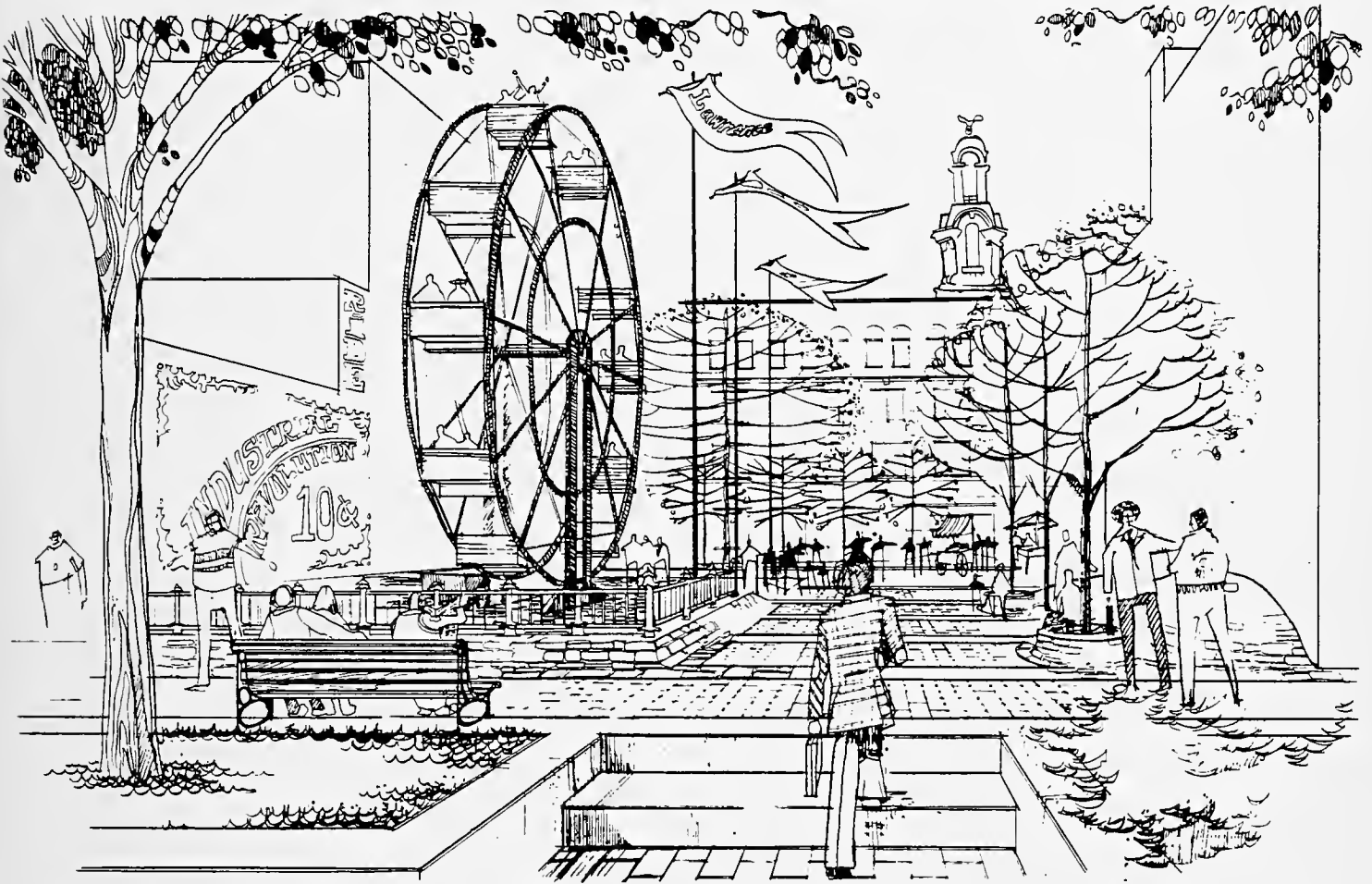


CityDesign, following work performed under the Jackson Square Urban Design Study, is part of a team providing engineering and design services for a \$2.5 million street improvement program in Weymouth. The firm's responsibility is for all landscape architecture associated with the pedestrian environment. The improvements,

to be funded by the Urban Systems Program, include overall sidewalk improvements, two new mini-parks featuring a bus shelter, outdoor sculpture, seating areas, lighting, paving, and new landscaping. Construction is scheduled for Fall 1981.



# Lawrence Intown



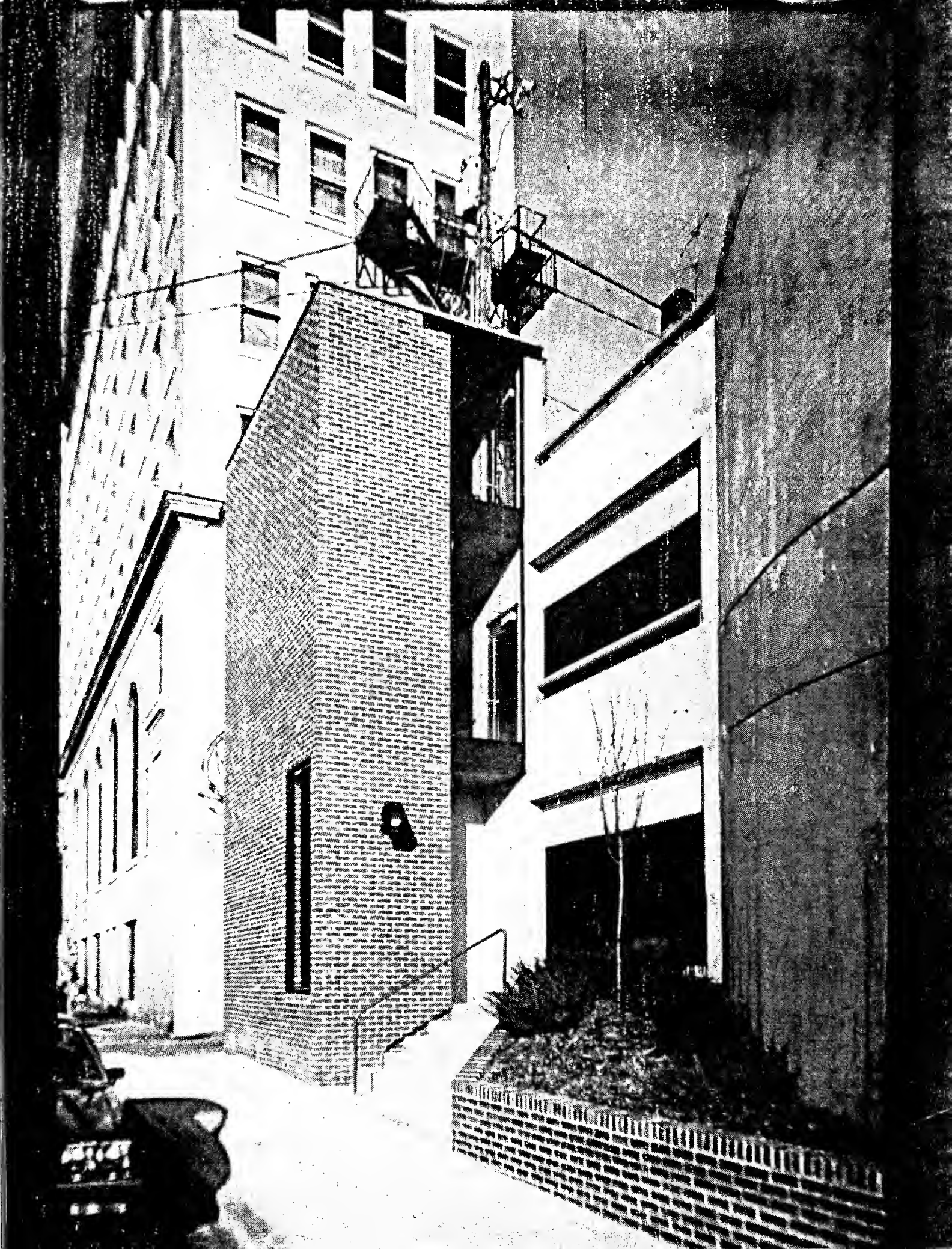
Principals of CityDesign were responsible for developing a major downtown revitalization plan focusing on Central Lawrence, a historic New England mill city. Emphasis is being placed on economic revitalization through the physical renovation of the existing streetscape, including traffic improvements, landscape elements, and rehabilitation and restoration of existing

structures. The project consists of a downtown theme study, a pedestrian access plan to link public parking directly to downtown businesses, and the design of public amenities which comprise the streetscape in the twenty block area of downtown. The construction value of landscape elements totals \$10 million.

FOLDOUT BROCHURE  
AVAILABLE

BA.

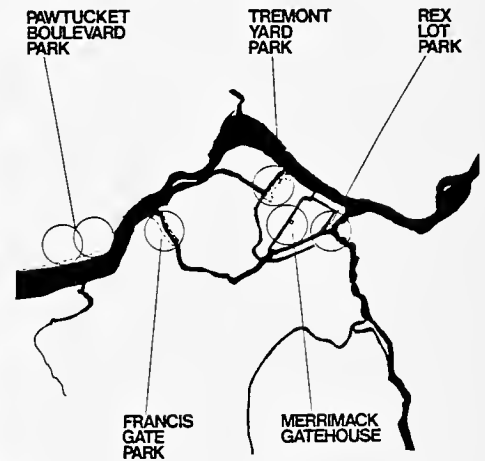






# Lowell Heritage State Park

For the Massachusetts Department of Environmental Management, principals of CityDesign developed an early action signing and interpretive program for sites on the historic canal system. The system involved design of several componentized information elements for installation in typical locations, graphic design, preparation of bid documents, and development of a signage manual for further use by DEM in other projects. The major distinctive element in the design is a fourteen-foot high sign with a vaned, rotating top designed to symbolize the early development of Lowell by waterpower which drove the mills.



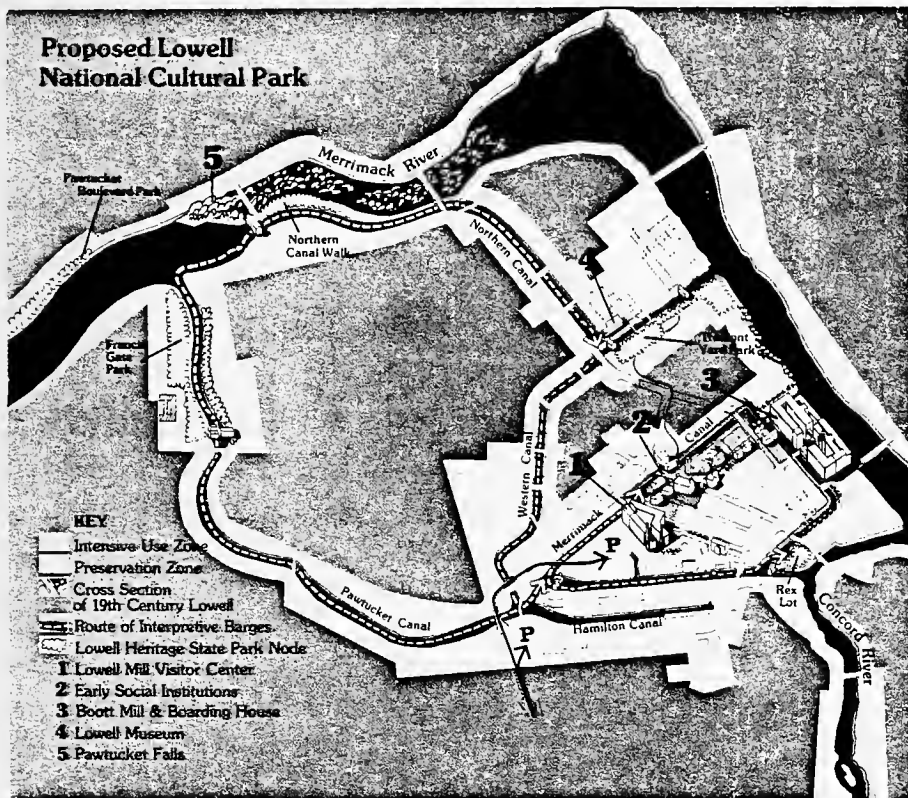




# Lowell National Cultural Park

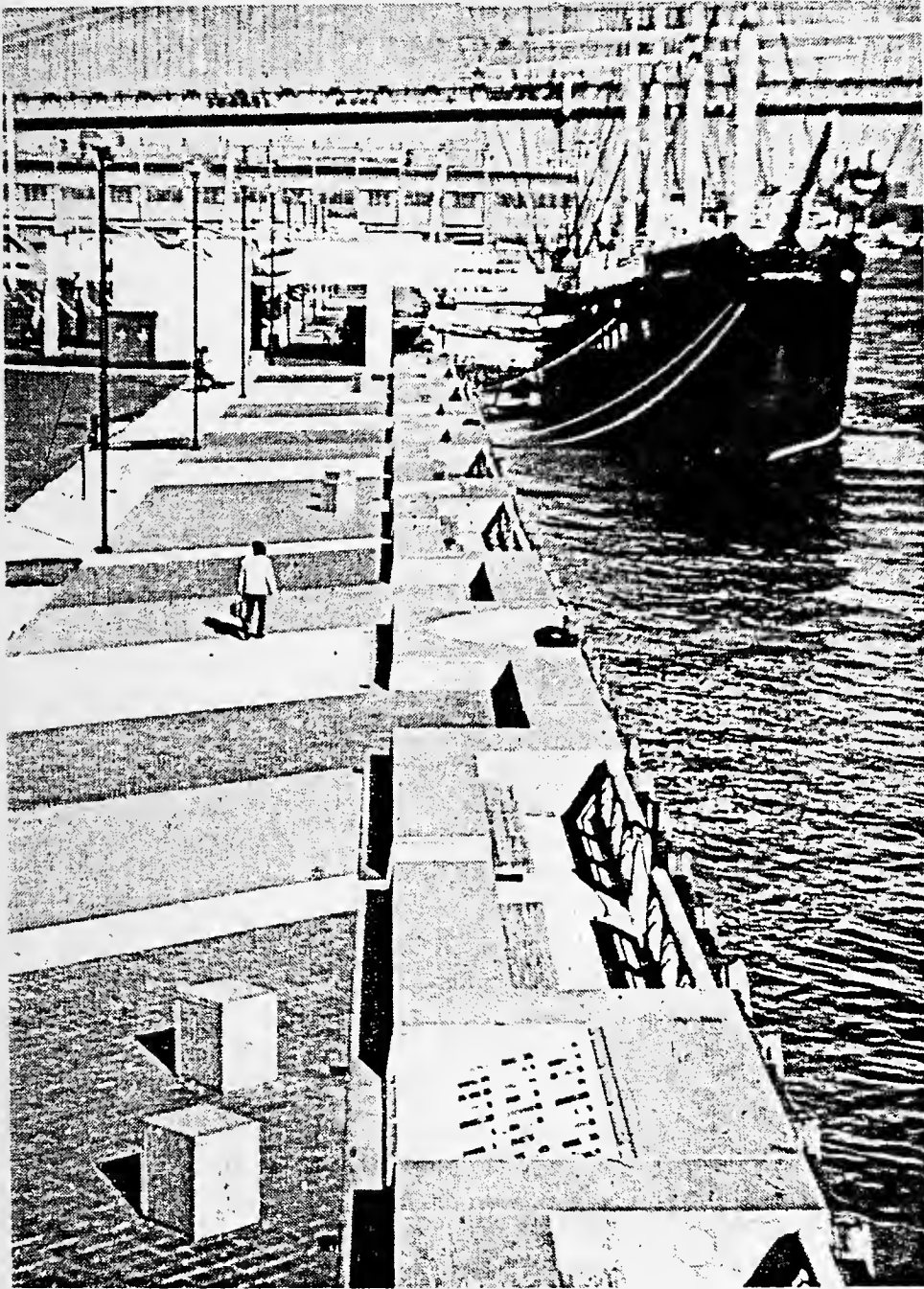


Principals of CityDesign directed the Planning and Urban Design for this award-winning proposal which was presented to Congress in 1977 for a national park in Lowell. The plan has been adopted and \$40 million in Federal funds allocated to preserve and interpret the role of Lowell, Massachusetts in the American industrial revolution. The proposal involves preservation of key sites and buildings and the upgrading of barge and rail transportation links; these actions were designed to maximize economic redevelopment of the city center. The effort includes adaptive reuse of underutilized mill buildings, restoration of Lowell's Old City Hall, and preservation of other important residential and commercial buildings. The work also includes an open space plan for the entire downtown. Among the awards the project has captured are the "Meritorious Program Award for 1977" of the American Institute of Planners, a Citation for excellence in Urban Design and Planning from Progressive Architecture, and the award as "Best U.S. Government Technical Publication of 1976."





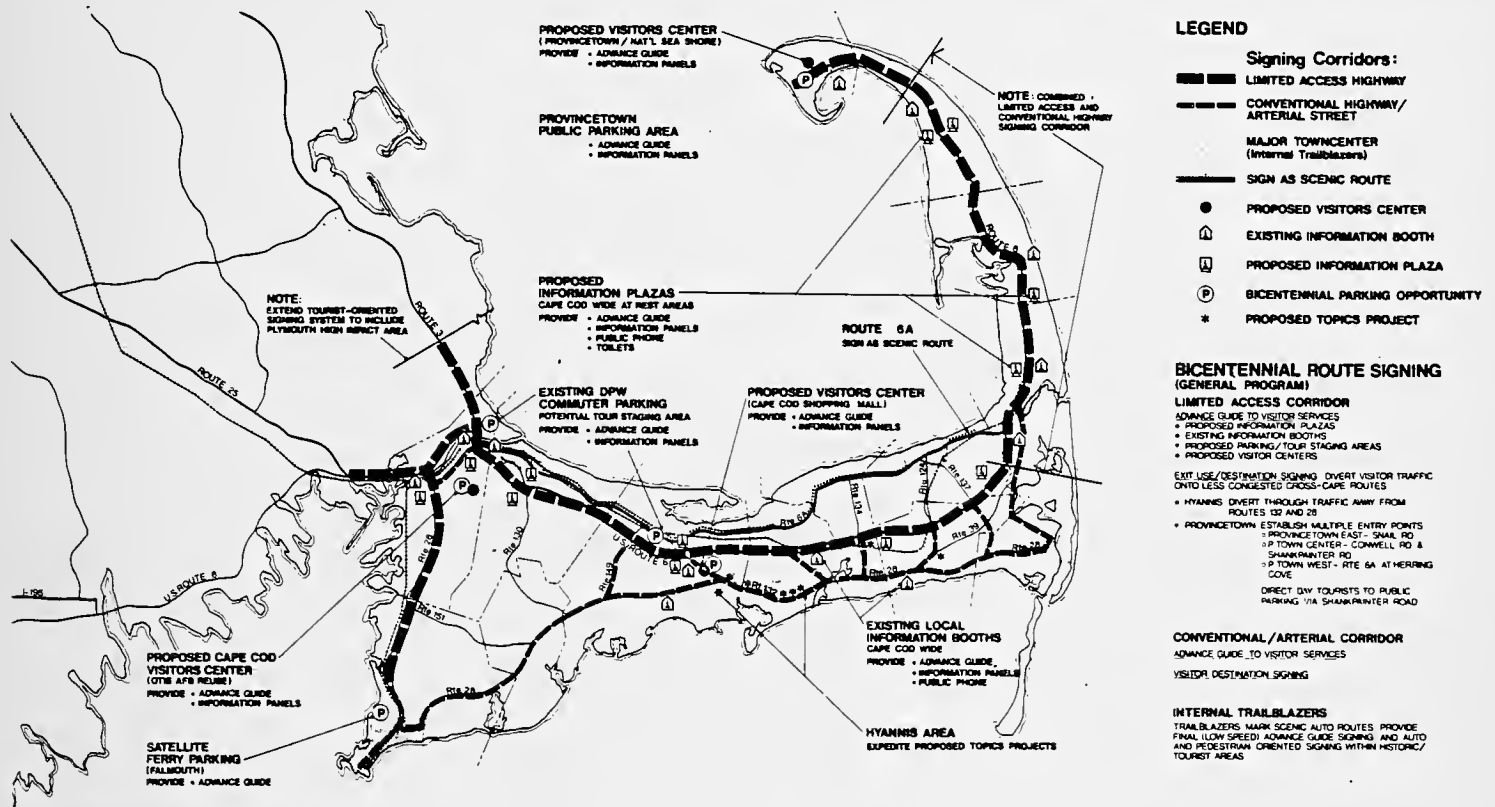
# Penn's Landing



Penn's Landing, a major mixed-use waterfront development on the Delaware River, forms the eastern edge of Philadelphia's Center City revitalization effort. Principals of CityDesign were responsible for the preparation of urban design guidelines for the various hotel, apartment, state museum and boat basin parcels as well as the design of key elements of the public environment. The esplanade, which extends the entire length of the waterfront, provides public access for strolling, sitting, viewing and reviewing interpretive materials while serving pleasure craft and cruise ships with utility hookup and mooring facilities.



# Massachusetts Bicentennial



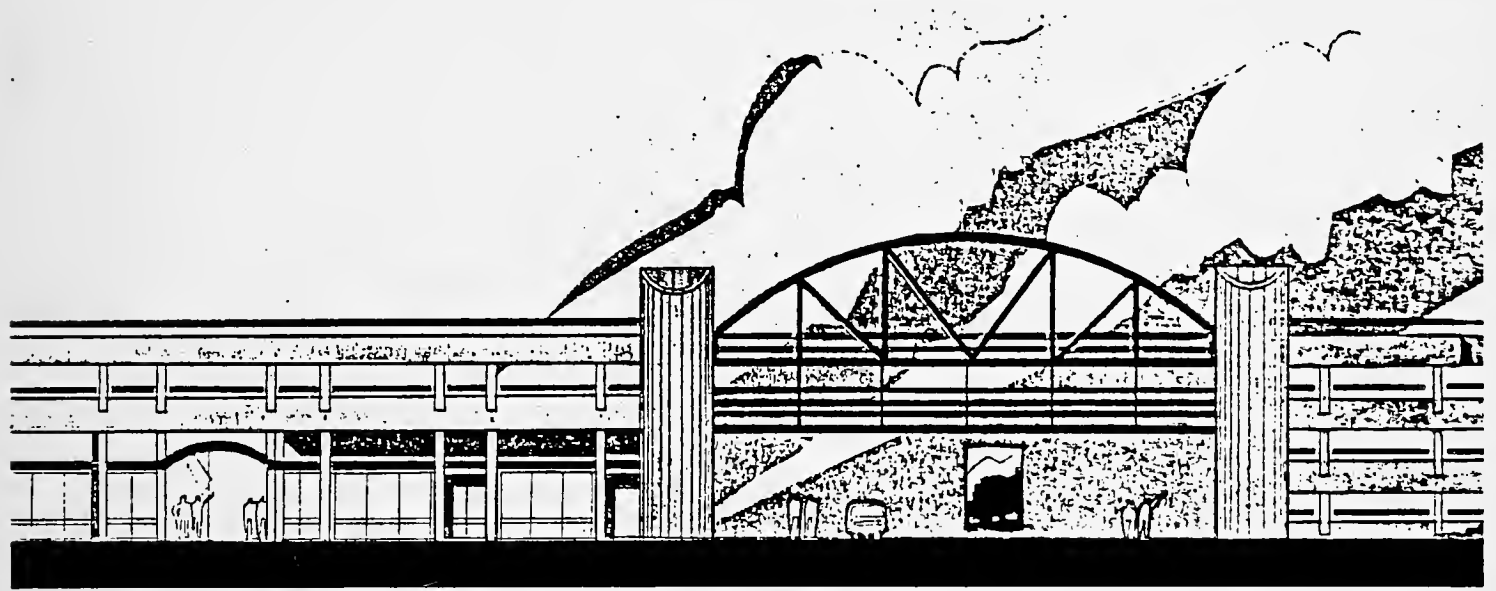
	
Rocky Neck/ Shore Drive	↑ 1
Gloucester	→
Rockport/ Bearskin Neck	← 3

During Massachusetts 1975-76 Bicentennial, principals of CityDesign participated in the preparation of a transportation network plan, using existing and new services, to meet the transportation needs of both local and out-of-state visitors. The study reviewed sites and attractions to specify high impact communities, estimated 1975-76

attendance at these areas, and prepared a general transportation plan to serve the high impact communities, using visitor information centers, satellite parking areas, and shuttle transit services.



# Medford Parking Garage



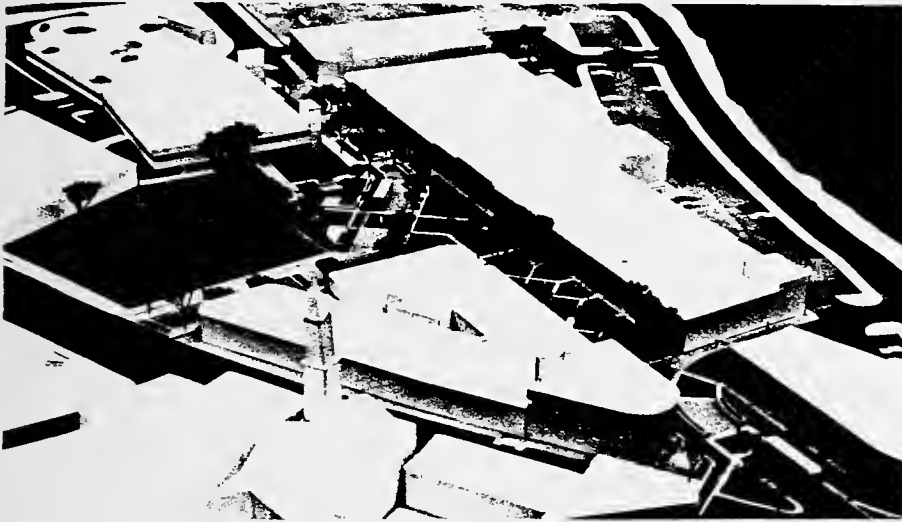
A mixed-use parking facility accomodating 460 cars and 15,000 square feet of at-grade retail was conceived by City-Design principals for the City of Medford, MA. The structure was designed to span a street and provide a covered walkway

along a downtown pedestrian shopping mall. A composite structure, the garage's basic elements are pre-cast concrete with a steel bowstring arch, reminiscent of the old railroad right-of-way across the site, bridging the street.





# Medford Square



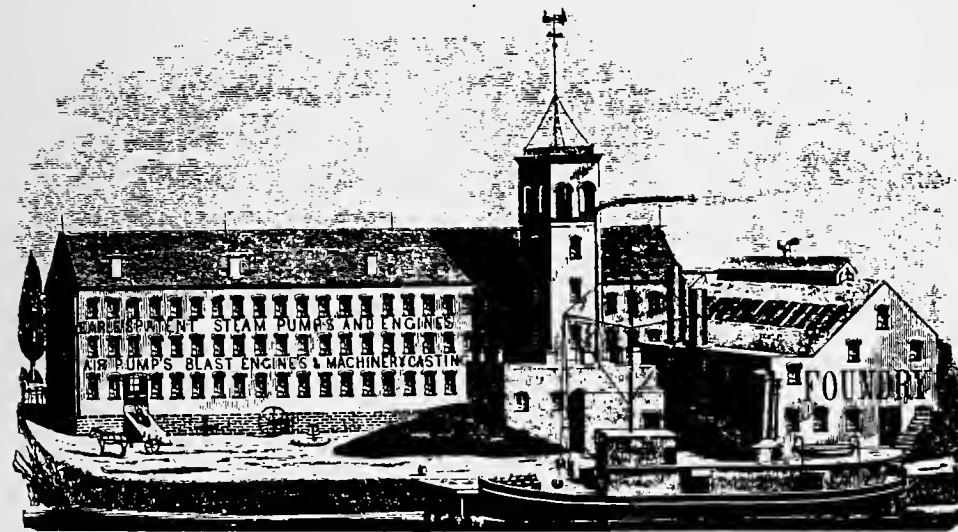
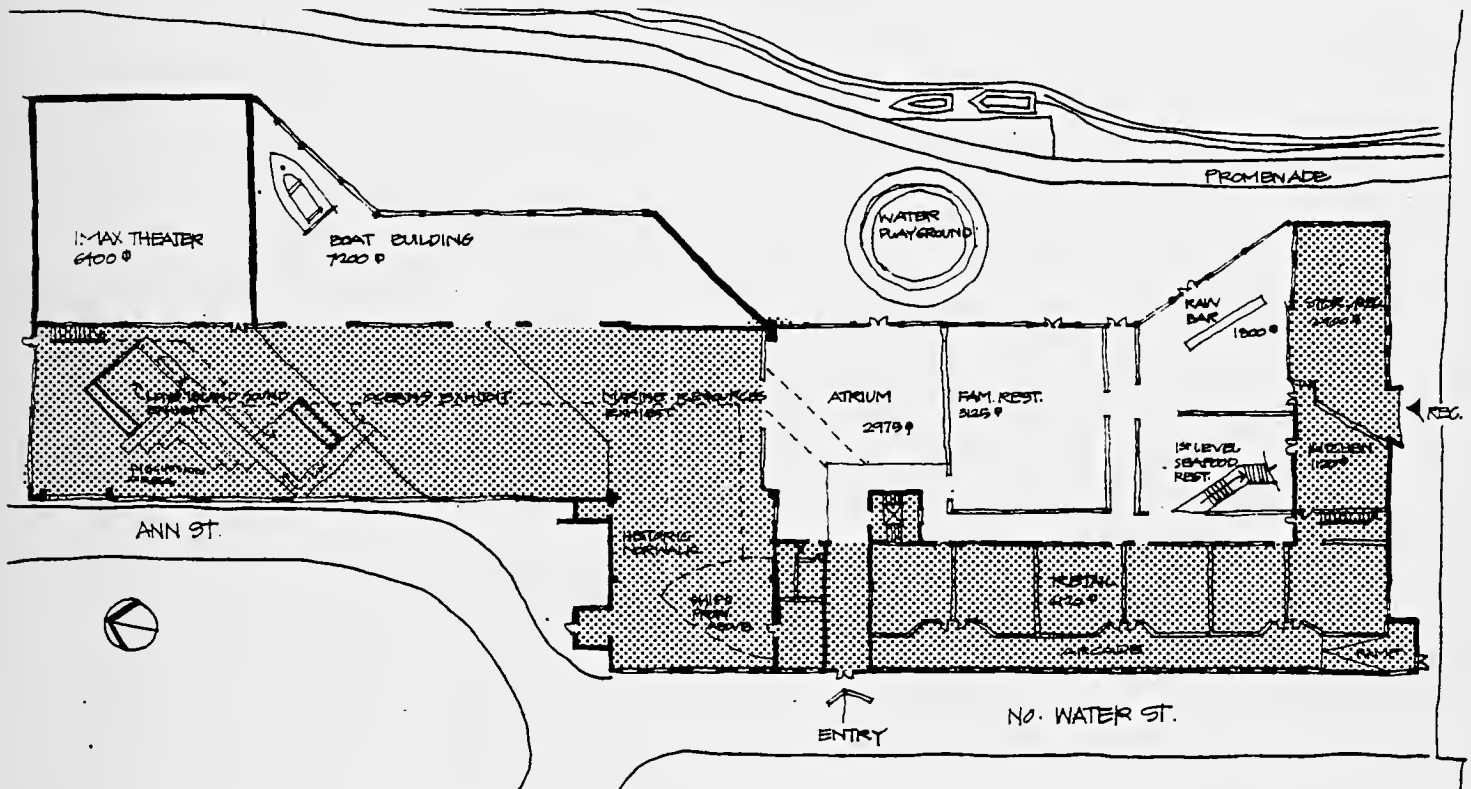
Under the direction of principals of CityDesign, the second phase of work for the City of Medford, for revitalization of the east end of Medford Square, was recently completed. This work includes converting existing Riverside Avenue into a transit/pedestrian mall. The project also includes development of a ring road to bypass the square, a parking plan including a joint-development parking garage, a facade and signing study/design, construction documentation and supervision of the pedestrian mall. The plan developed a financing package using a combination of Urban Systems and Community Development Block Grant monies which won the approval of city and state officials. Construction costs are estimated at \$7 million.



LOOKING EAST ON RIVERSIDE MALL



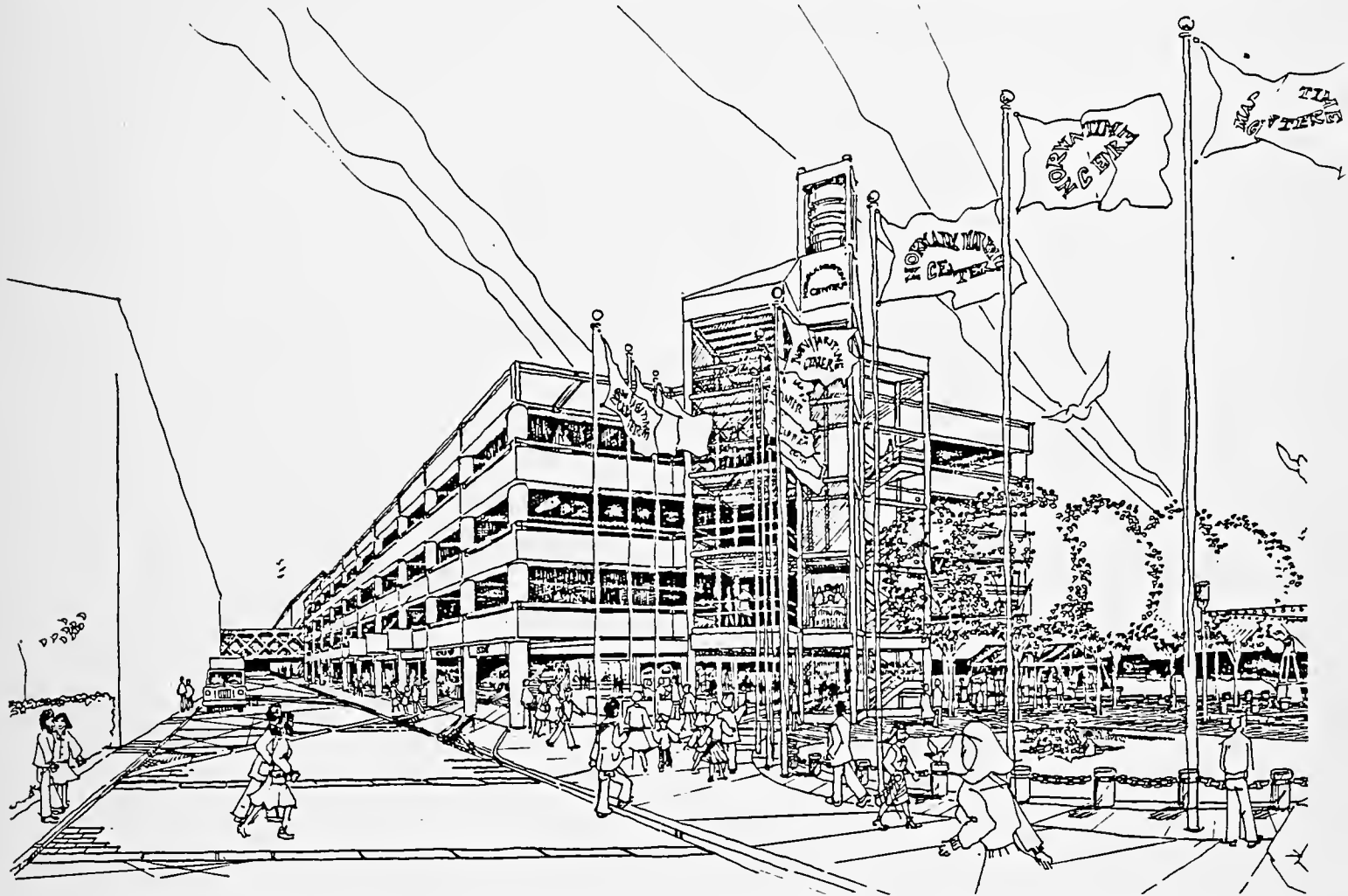
# Norwalk Maritime Center



CityDesign is the architect for the Norwalk Maritime Center, combining adaptive use and new construction to provide a setting for maritime history, historic ship and seamanship displays, as well as a major aquarium. The Center will be both a tourist attraction and learning facility, with laboratories and a and a resource library. The project is a joint effort of the Norwalk Redevelopment Agency, Seaport Association and Oceanic Society. Construction is estimated at \$25 million.



# Norwalk Parking Garage



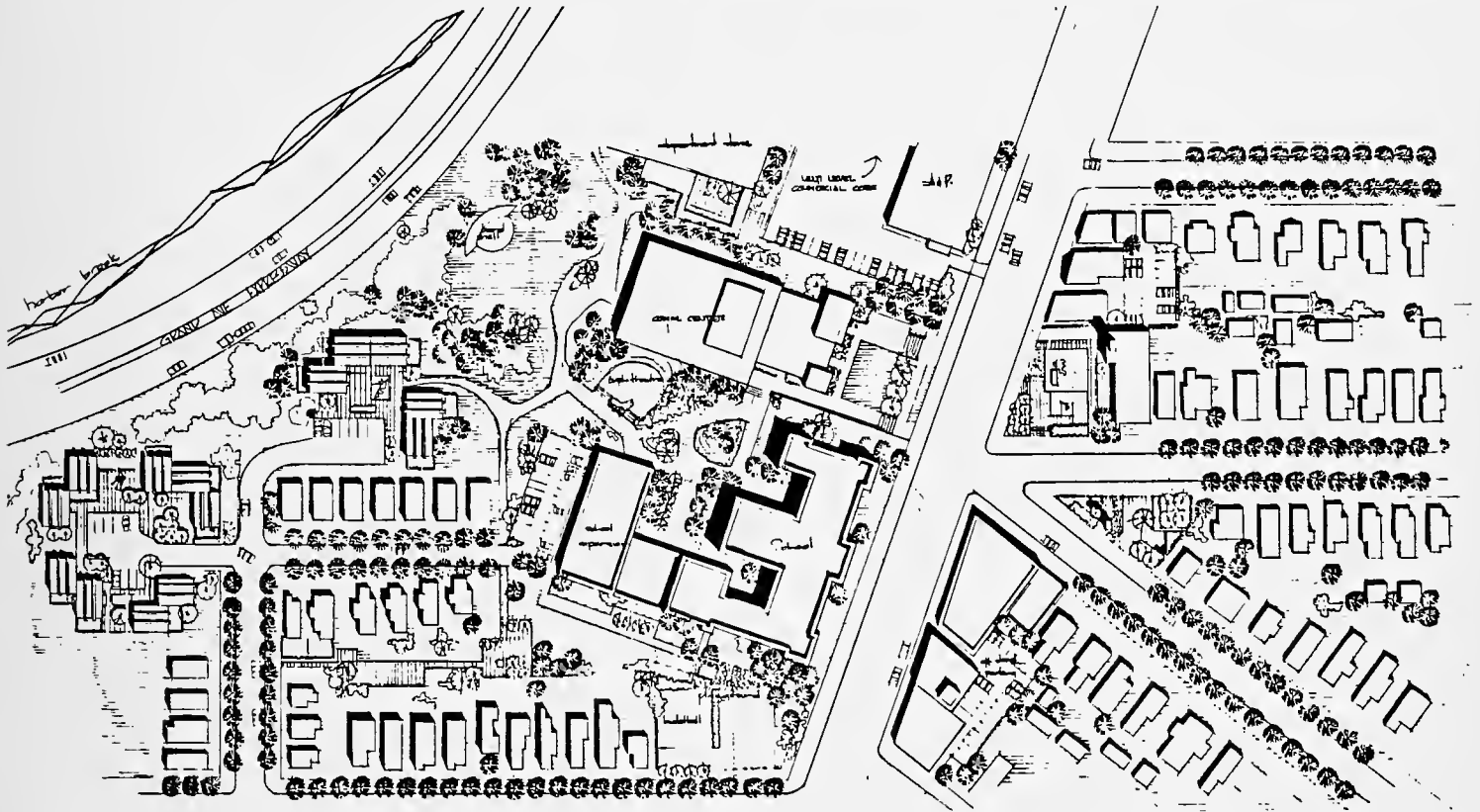
A multi-use structure incorporating enclosed and open-air retail space and 400 parking stalls will be a major component of the revitalization of South Norwalk. City-Design has conceived the

structure as a link between adjacent uses -- a historic shopping street and planned Maritime Center. Particular attention has been paid to the special waterfront site, allowing for visual contact

from the shopping area and pedestrian access and recreational facilities along an enlivened water's edge.



# The Oak Street Program



Richard List of CityDesign worked for the City of Buffalo, New York, on the Oak Street program which involved the preparation of an overall master plan for a complex area of mixed land uses adjacent the Buffalo, New York CBD. Included were two major

hospital facilities, an existing school and 261 units of existing low/moderate family housing. The development program called for close community involvement in the preserving of a neighborhood set upon by internal neglect and external forces. The plan included low/moderate housing, residential rehabilitation of the existing Oak

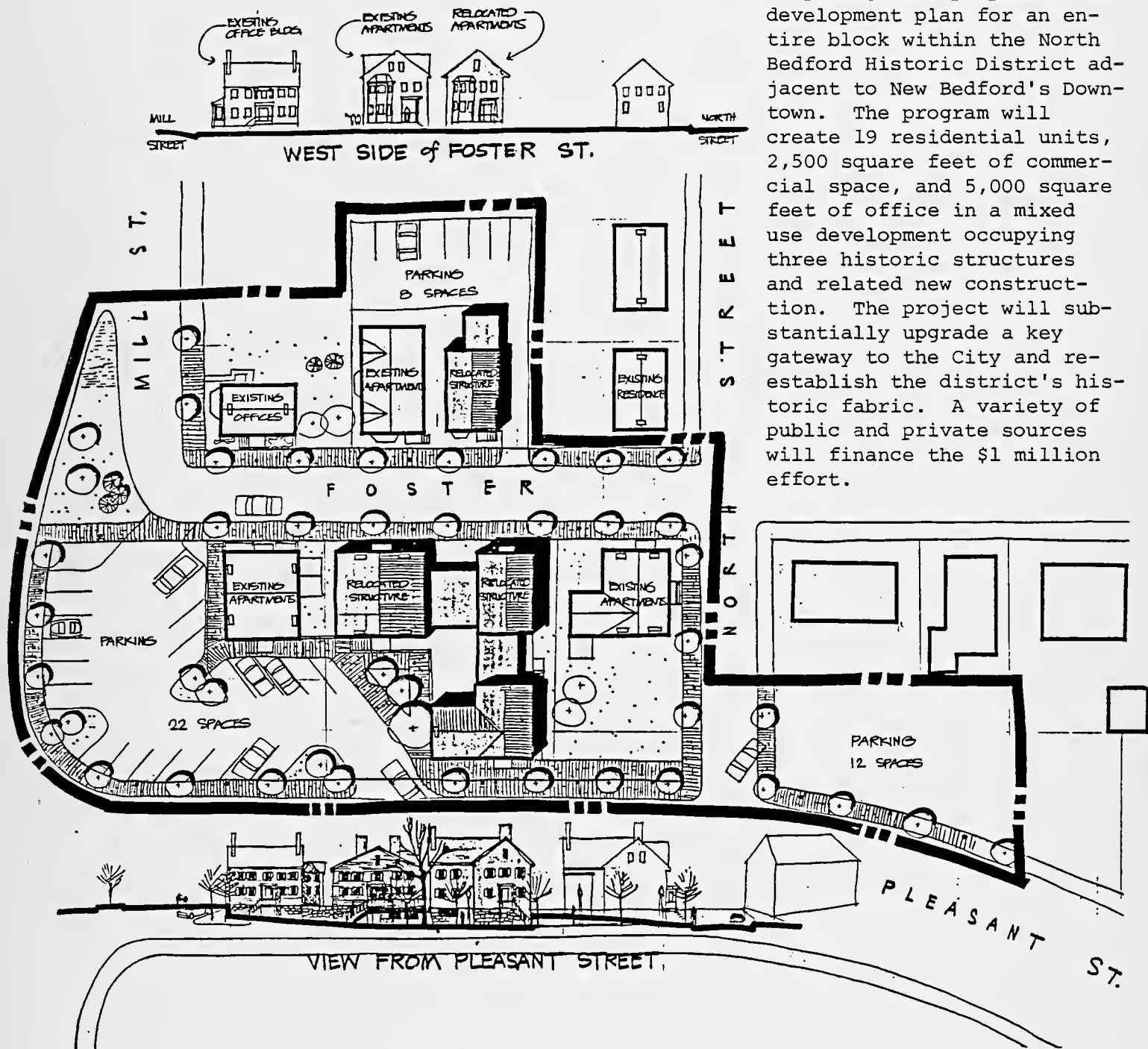
Street housing, elderly housing units, an overall recreation and open space plan and consolidation of commercial and community facilities while allowing for medical facility expansion.





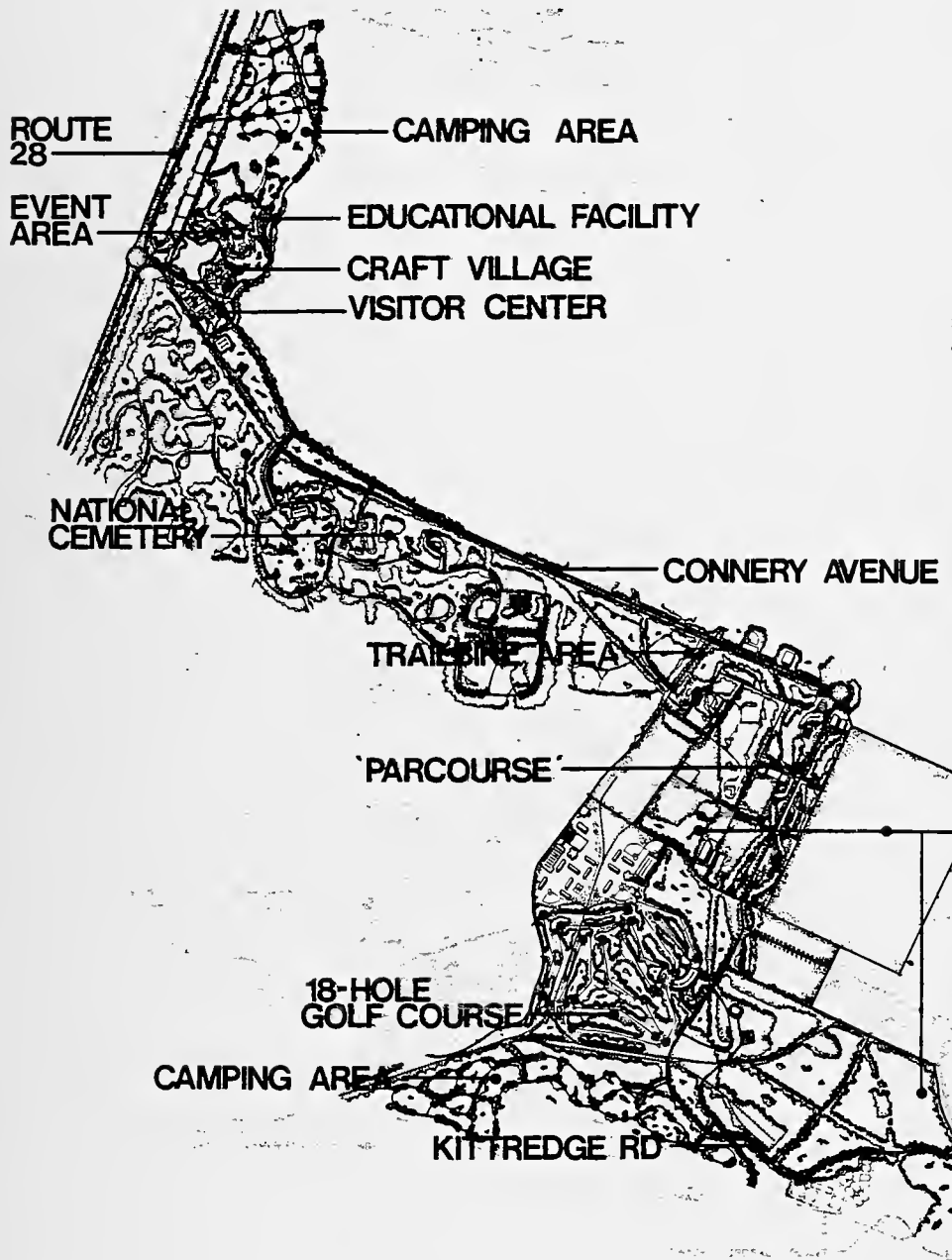
# North Bedford

CityDesign has prepared a redevelopment plan for an entire block within the North Bedford Historic District adjacent to New Bedford's Downtown. The program will create 19 residential units, 2,500 square feet of commercial space, and 5,000 square feet of office in a mixed use development occupying three historic structures and related new construction. The project will substantially upgrade a key gateway to the City and re-establish the district's historic fabric. A variety of public and private sources will finance the \$1 million effort.



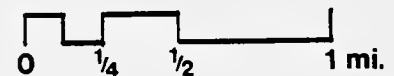


# Otis Park



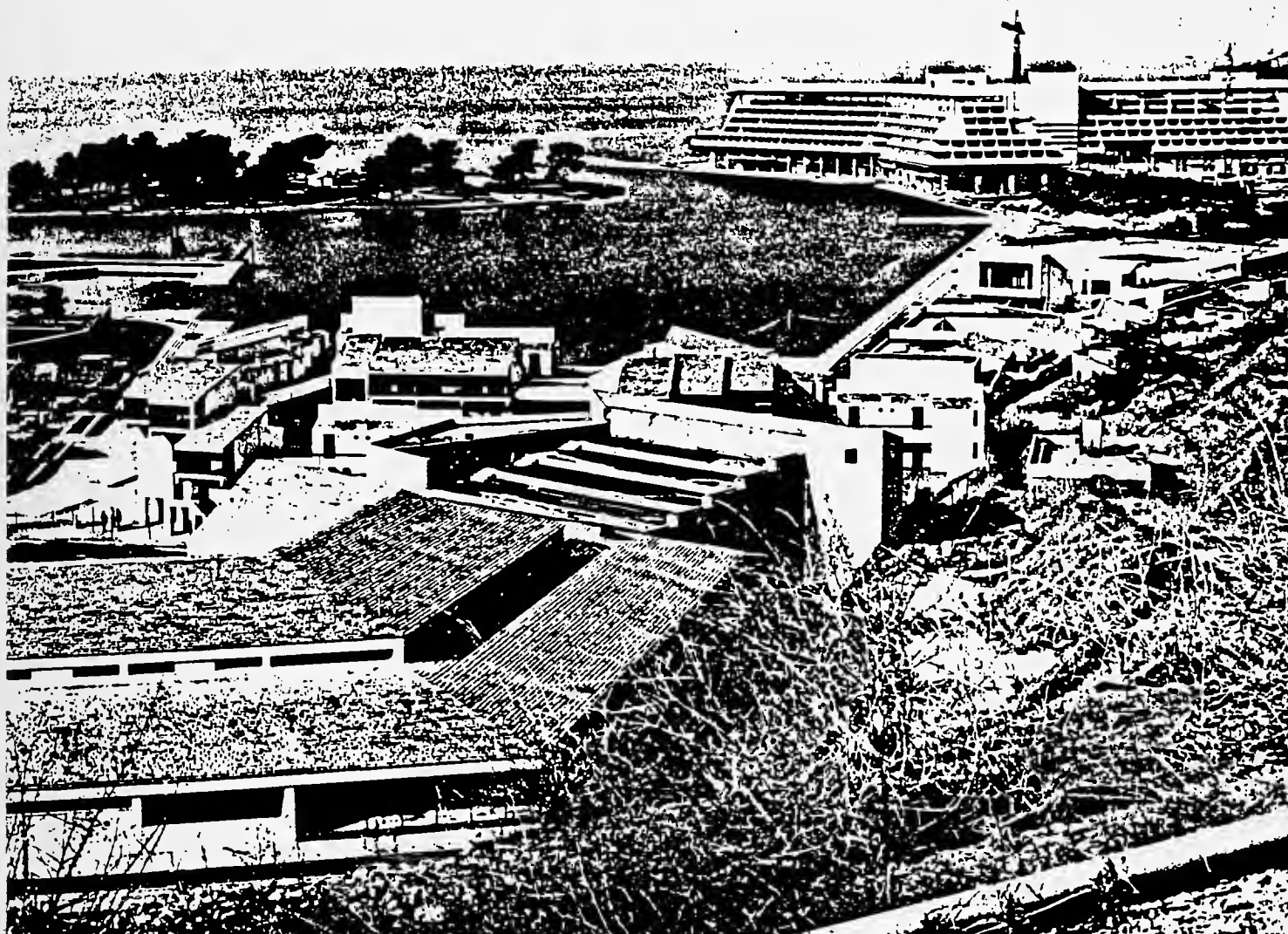
The Otis Park Plan was developed to identify new opportunities for recreation, employment, and economic development for 3,000 acres of excess military land. The Plan called for the conservation of underdeveloped lands and the restoration of land disturbed by previous uses through land management and reforestation. Existing recreational facilities for such activities as golf, swimming, and riding would be rehabilitated, and new facilities, particularly for camping, would be added. A special emphasis of the program was the creation of a new crafts "village" intended to serve as a center for Cape Cod's regional crafts industry and as an attraction to visitors.

## Long Range Plan





# Porto Carras



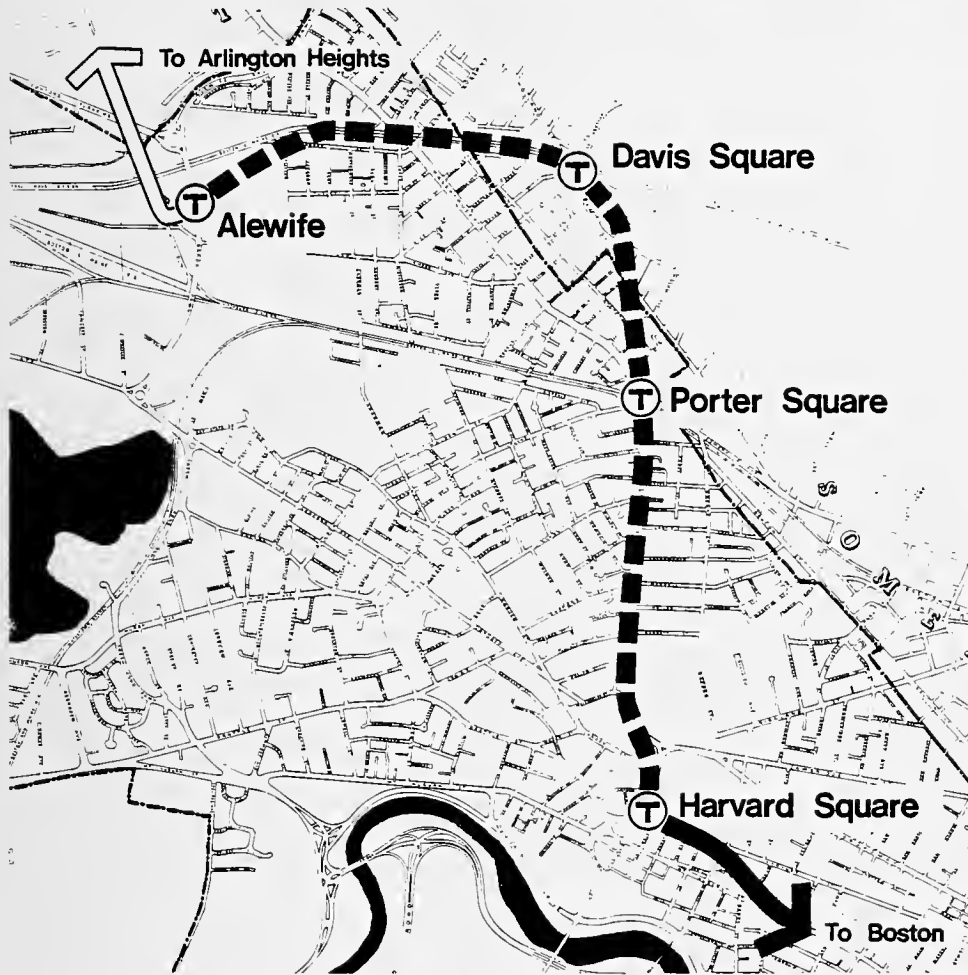
Porto Carras is a 5000 acre, 4500 bed seaside resort and recreational facility in Northern Greece. Developed as an international joint venture, this totally self-sufficient complex provides a wide variety of lodging types including two 1000 bed hotels, hillside villas, village

inn complex and isolated bungalows with private bath. Richard List, a principal of CityDesign, was project manager and headed a 5 man site office for 2 years designing and supervising construction of its 31 restaurants, 2 theatres, a 25 acre botanical garden, a complex sports cen-

ter, 18 hole golf course and over 1 mile of harbor and marina promenade. The total construction cost approached \$300 million for such amenities as 3 major plazas, 5 fountains, greenhouse, stables and casino.



# Red Line Extension Northwest



The Massachusetts Bay Transportation Authority is extending its Red Line Transit service from Harvard Square to serve the communities of Cambridge, Somerville, and Arlington. Principals of CityDesign were responsible for establishing a citizen involvement program in the planning and design of the new system.

Numerous meetings were organized over a two year period with designated task forces representing each station neighborhood. These meetings have not only provided a forum for informing concerned citizens as to project status and plans, but also were instrumental, in many cases, to the designers choosing those locations and designs for stations and entrances which most closely met with overall community objectives.

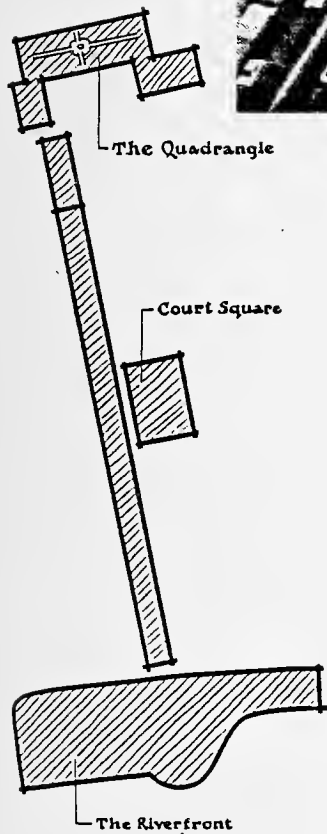
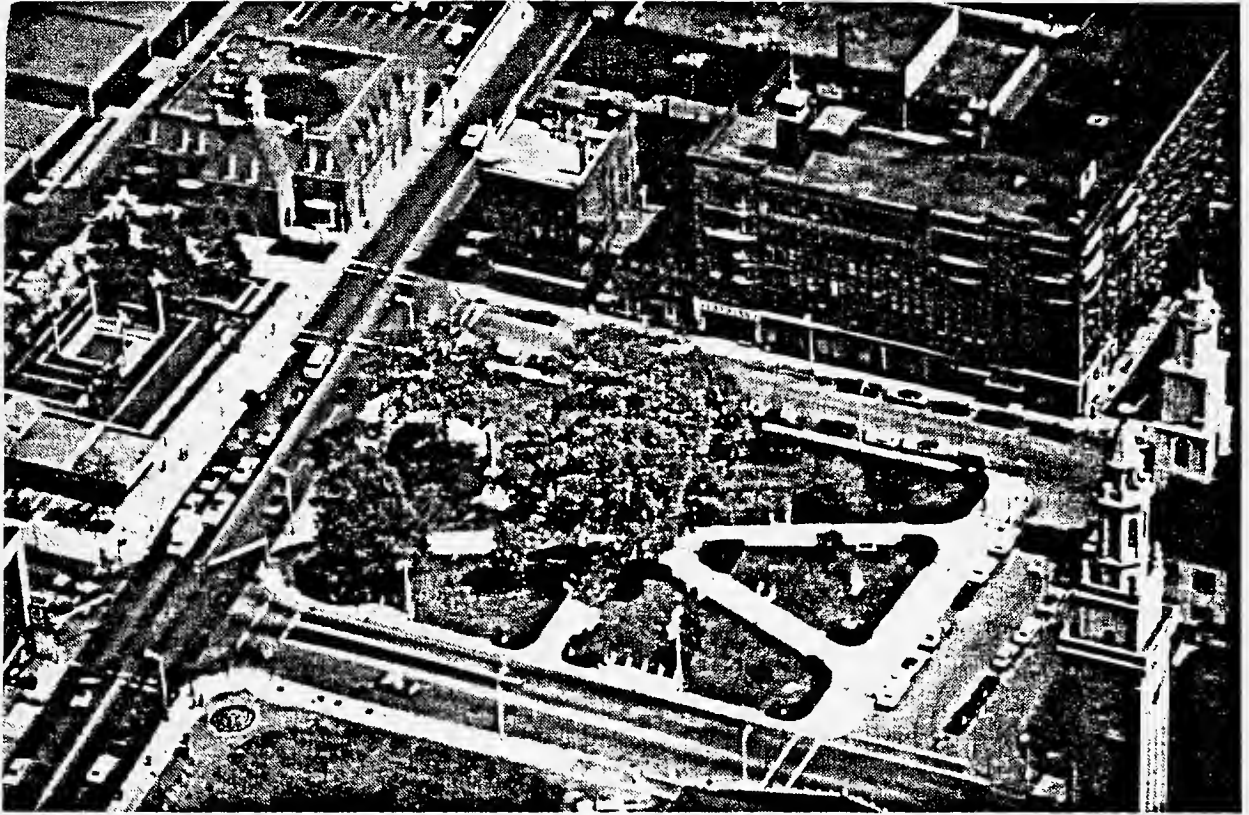
In an attempt to inform a larger segment of the community, eight issues of a project newsletter, the Red Line News, were published and distributed as supplements to local newspapers.







# Springfield Heritage State Park



CityDesign Collaborative has been commissioned by the Department of Environmental Management to undertake preliminary design work on Springfield's Heritage State Park. The \$3.5 million plan to restore and enhance the City's downtown parks incorporates the historic Quadrangle green and Court Square.

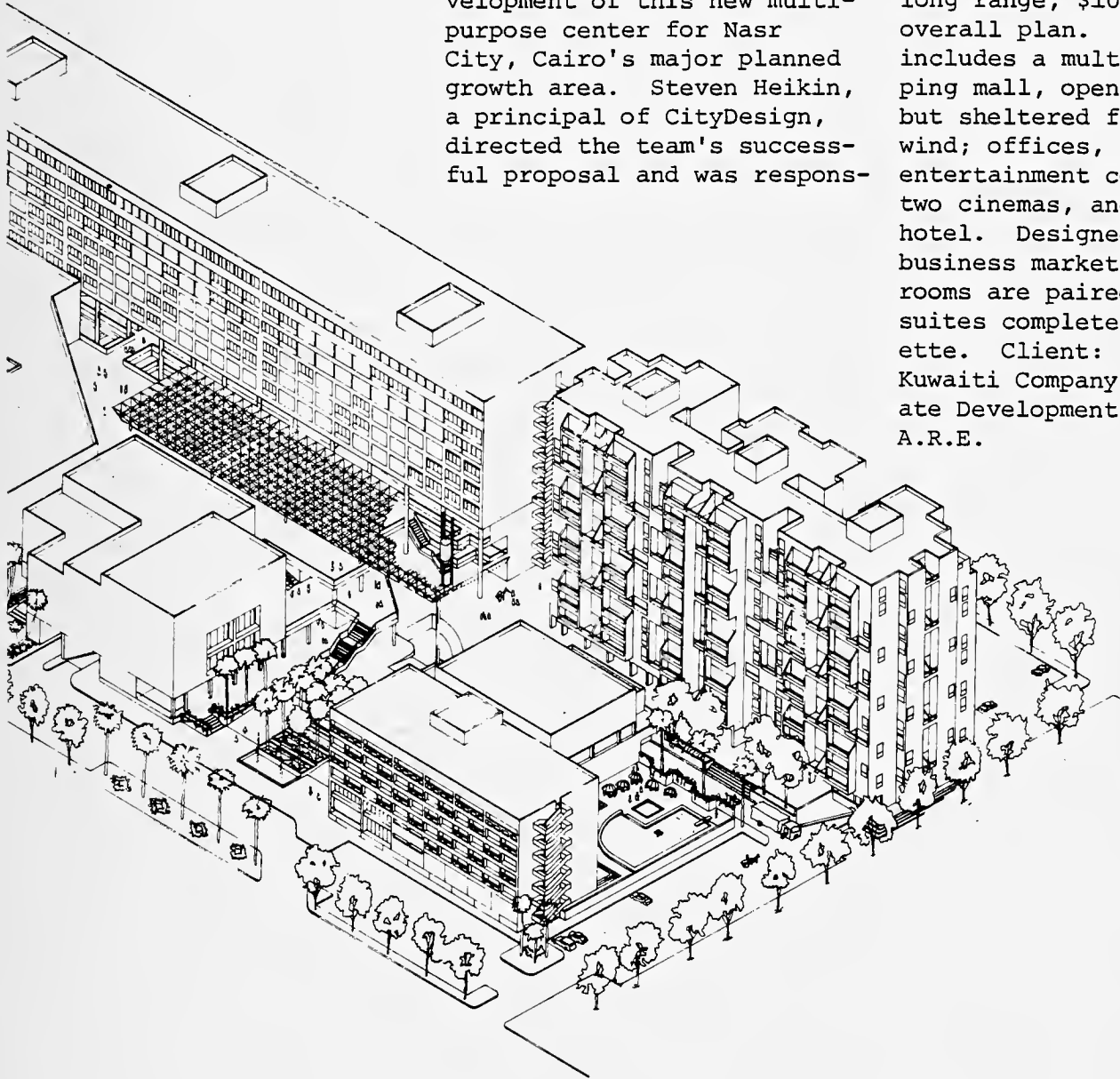
A pedestrian walkway will be established, connecting the Armory to the Connecticut Riverfront. Specific Landscape plans include creation of an outdoor sculpture garden in the Quadrangle, a new urban park at Court Square and recreational/interpretive improvements at the Riverfront.



# Tiba 2000

An international joint venture was formed in 1978 in response to an invited competition to program, design and aid in managing the development of this new multi-purpose center for Nasr City, Cairo's major planned growth area. Steven Heikin, a principal of CityDesign, directed the team's successful proposal and was respons-

ible for the ongoing planning, programming, and basic design criteria for the \$30 million initial phase of development as well as the long range, \$100 million overall plan. The project includes a multi-level shopping mall, open to the air but sheltered from sun and wind; offices, housing, an entertainment complex with two cinemas, and a 200 room hotel. Designed to serve the business market, the hotel's rooms are paired in 100 suites complete with kitchenette. Client: The Egyptian-Kuwaiti Company for Real Estate Development, Cairo, A.R.E.





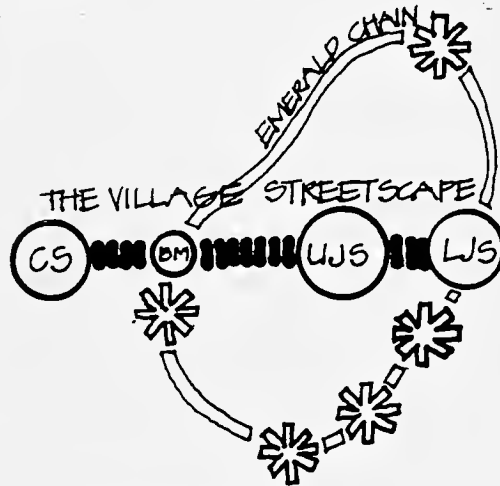
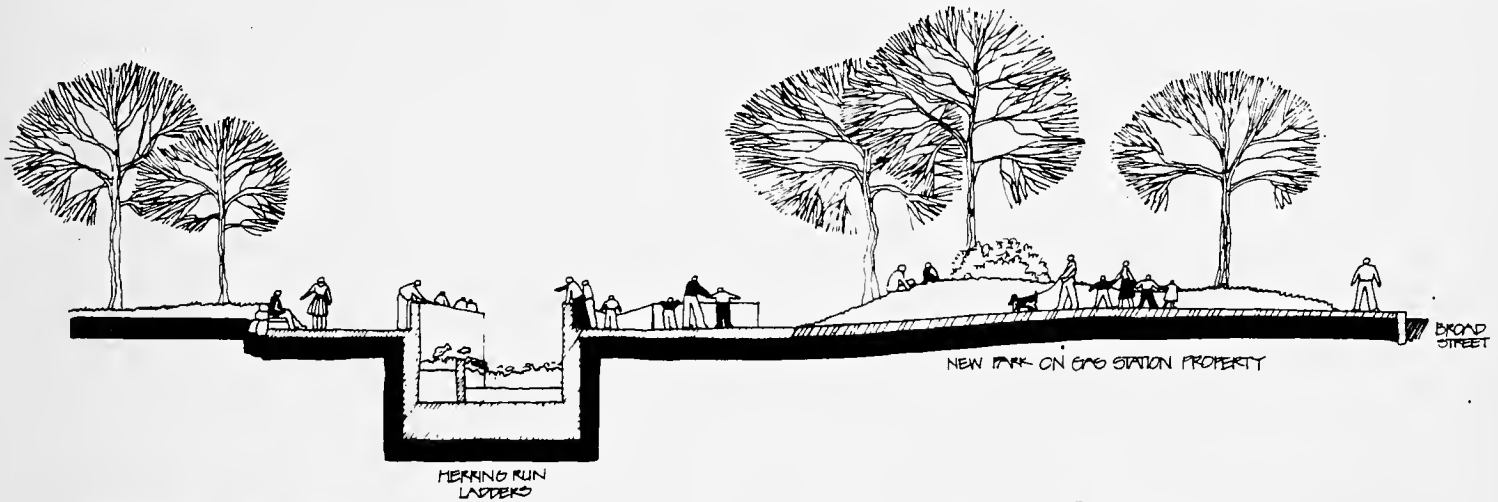
# Weir River Marina



For the Hull Redevelopment Authority, principals of CityDesign provided a development concept plan for a major (500 slip) marina and associated joint-use development on 10+ acres of Hull's Central Urban Renewal Area project. Proposed uses include a hotel/restaurant facility, housing, marina-related commercial retail, and on-site parking and boat storage. As part of its services, CityDesign initiated contacts with the various state and Federal agencies involved in the marina approval and funding process, and provided the Town with a clear scenario for follow-on activities oriented to maintain forward progress in the development of this project.



# Weymouth Open Space



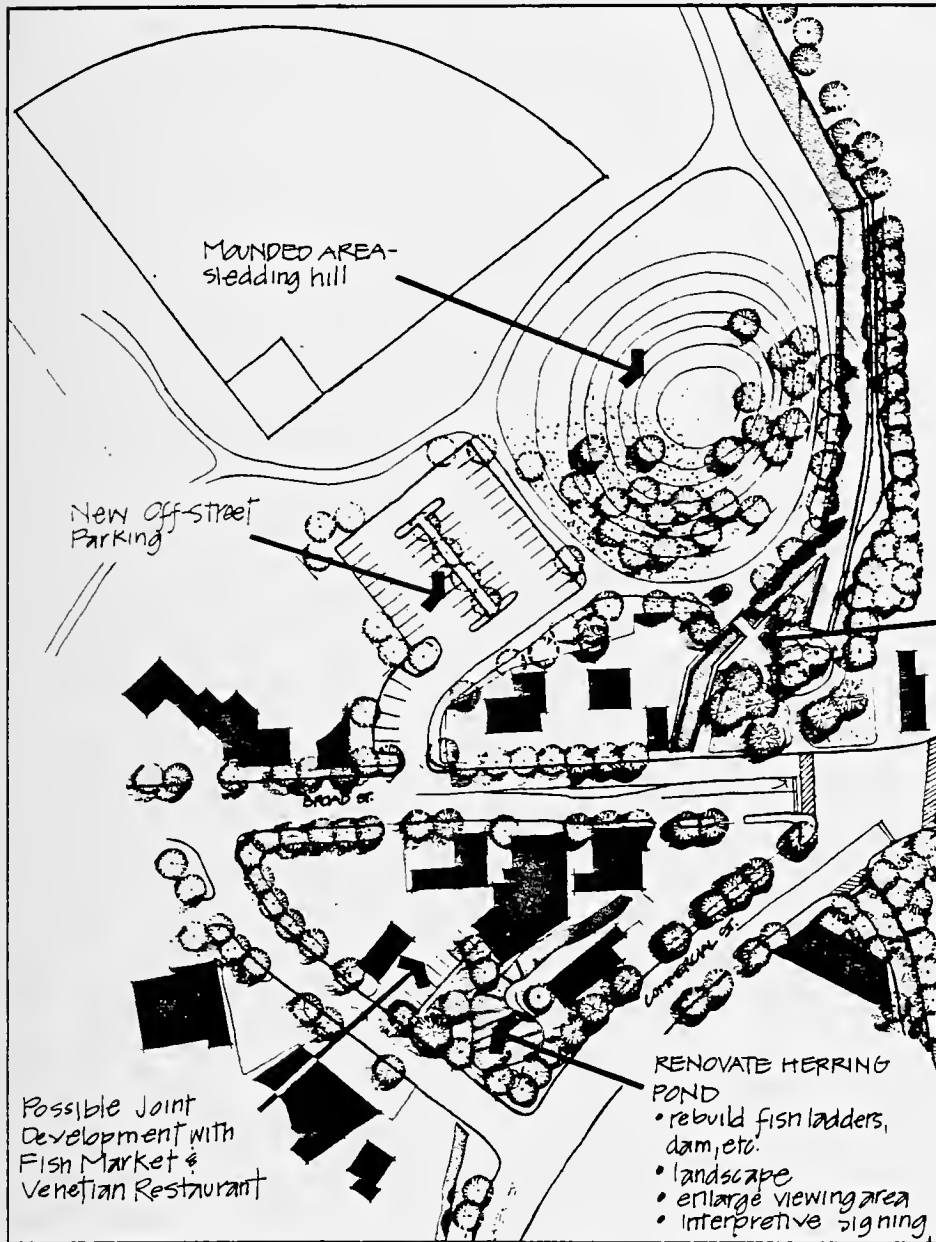
*Urban Design Concept*

As part of the Urban Design Revitalization Plan for Jackson Square in Weymouth, Ma., principals of CityDesign prepared a comprehensive design for an Open Space Plan. This "Emerald Chain" linked the CBD with bicycle trails and pedestrian paths to a Herring Run and a tidal estuary, as well as with conservation land and four new major parks. Extensive renovation of the Herring Run, comprehensive planting, a small amount of dredging to make a swamp into an attractive waterway, necessary property acquisition, and interpretive signage were proposed.





# Weymouth Urban Design



Principals of CityDesign managed the study and preparation of an Urban Design Plan for Jackson Square in Weymouth, Massachusetts. The work was commissioned through the Town's CBDG allocation to identify the revitalization needs and opportunities in the Square and to develop a comprehensive program of streetscape improvements, pedestrian amenities, open space plans, traffic and parking improvements, and building fix up. The first phase of the program, including the construction of a new off-street parking facility and landscaped pedestrian connection to the commercial area, as well as numerous building improvements by private property owners, has been accomplished. The facade improvements are being funded in part by a special rebate program using CBDG funds. Implementation of traffic and streetscape improvements will be underway in the Spring of 1981.



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RANDOLPH JONES , A.I.A.

President, CityDesign Collaborative, Inc.

EDUCATION:

Bachelor of Architecture  
University of Washington

Master in Architecture, Master in City Planning  
University of Pennsylvania

PROFESSIONAL EXPERIENCE:

Mr. Jones is an architect and urban designer whose interests and experience range across a diversity of community development, transportation and preservation projects. While a Senior Associate and Manager for the Boston operations of a nationally-known urban design firm, he was responsible for all work in the New England area. Projects for which he served in a management capacity include the development of a new village center concept for an historic community in the Hartford region, the modernization of two rapid transit stations on the MBTA's Red Line, the downtown improvement program for Medford Square, and the development of a community involvement program for a major transit extension in Boston.

While an Associate with his previous firm, he developed a broad base of experience in the issues and opportunities facing older cities and towns in New England. In Lowell, Massachusetts, he coordinated pedestrian and street improvements within the downtown historic district during the citywide Transportation Planning Study. He was project director for the Department of Environmental Management's interpretive and directional signing program for the multisite Lowell Heritage State Park. In addition, he participated in the Northern Middlesex Area Transportation Plan contributing his expertise to the downtown elements of the plan. In the Boston region, he directed the study of fringe parking for a number of rapid transit and commuter rail sites; coordinated large-scale transportation improvement affecting National Register properties in Cambridge and Medford; and designed a system of wayside exhibits for the seven sites within the Boston National Historical Park.

Experience while with firms in Philadelphia and Denver include the development of urban design guidelines and design of a waterfront esplanade for a major mixed use development in Center City, planned unit developments and new community design, and the co-authoring of a publication for the Northeast Regional Illinois Planning Commission, Regional Design in the Chicago-Gary Region.

Mr. Jones' honors include Tau Sigma Delta, a national architectural honorary, Alpha Rho Chi Medal, Paul Stock Foundation and University of Pennsylvania Scholarships. While officer-in-charge of a technical assistance team in Vietnam, his unit received the Valley Forge Freedom Foundation Medal. He served on the American Institute of Architects Regional Urban Design Assistance Team in Oldham County, Kentucky. He is a registered architect in the Commonwealth of Massachusetts, an Associate Member of the American Planning Association, and a member of the National Trust for Historic Preservation.



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STEVEN A. HEIKIN, A.I.A.  
Principal, CityDesign Collaborative, Inc.

EDUCATION:

Bachelor of Arts  
University of Pennsylvania

Master of Architecture  
Yale University

Master of City Planning in Urban Design  
Harvard Graduate School of Design

PROFESSIONAL EXPERIENCE:

Mr. Heikin is an architect and urban designer with experience in multi-use development, adaptive reuse and urban public space planning. Mr. Heikin, as an Associate of an internationally-known urban design group, recently managed the firm's participation in an international joint venture that is planning and designing TIBA 2000, the first major joint-use shopping/office/entertainment/housing complex in Cairo, A.R.E., with first-stage construction estimated at \$30 million and a total development cost of \$75 million. Under Mr. Heikin's management, the project team was awarded the project in an international competition.

Mr. Heikin is currently project manager for the Norwalk Maritime Center feasibility and development study. The project, located on the Norwalk Riverfront, includes a maritime museum, aquarium, 400 car mixed-use garage and major site improvements, such as new bulk heading and marina facilities. Mr. Heikin is also responsible for the East Arlington Development and Open Space Study, for the Town of Arlington, Massachusetts, involving the assessment of alternative development strategies and their impacts for one of Arlington's last major available development parcels.

For the Town of Hull Redevelopment Authority, Mr. Heikin in 1979 developed a conceptual plan and development process strategy for a proposed Weir River Marina. This \$2.75 million facility would be the focus of a multi-million dollar joint-use development on filled land behind a new bulkhead, including a hotel/restaurant, retail space and housing. Mr. Heikin provided design review services for the same client's Central Area Renewal project.

Mr. Heikin has been project Architect for the Medford Square Improvement Program, encompassing the design and construction documentation of new parking, a pedestrian/transit mall and a structured parking facility for 300 vehicles involving joint development of commercial space at grade. He has also been involved in the design of pedestrian and vehicular improvement in Lawrence, Massachusetts, particularly a prototype sidewalk canopy system and parking deck structures.

Mr. Heikin is a registered architect in Massachusetts and member of the American Planning Association.



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RICHARD A. LIST, A.S.L.A.

Principal, CityDesign Collaborative, Inc.

EDUCATION:

Bachelor of Landscape Architecture  
Bachelor of Science in Botany  
Syracuse University

Master of Landscape Architecture  
Harvard University

PROFESSIONAL EXPERIENCE:

Mr. List is the principal landscape architect with CityDesign Collaborative, Inc. His experience includes all levels of regional and site planning, resort planning, urban design and a strong graphic and rendering ability. He has a broad knowledge of plant materials and ecosystems both domestic and foreign.

While with a nationally-known design firm, Mr. List was involved as landscape job captain for the planning and design for the revitalization of the central shopping and business district in Lawrence, Massachusetts. This 26-block, 13.5 million dollar improvement project includes street tree planting, traffic and safety improvements, the creation of pedestrian malls in the historic and civic areas, and design of street furnishing and lighting. Mr. List's responsibilities include promotional rendering, design and production of all construction documents. Concurrently, he was directing the design and construction documentation for the Medford Transit Mall, a similar traffic and pedestrian improvement project in downtown.

For the past eight years, Mr. List has been responsible for a wide range of projects both domestic and foreign. These have varied from small residential work to large urban developments. Among the clients for whom Mr. List has worked are: Boston Redevelopment Authority; Massachusetts Bay Transportation Authority; Porto Carras Resorts S.A., Athens, Greece; Ministry of the Interior, Kingdom of Saudi Arabia; Bellapaise Villas S.A., Nicosia, Cyprus; Crown Center Corp., Kansas City, Missouri; Tufts New England Medical Center, Boston, Massachusetts; State University of New York, Purchase, New York; and the Buffalo Redevelopment Authority.

Mr. List recently has been in charge of the 60 million dollar Crown Center apartment/hotel development in Kansas City, a large public and private pedestrian complex of housing and retail space; and more recently spent two years in design and site supervision of the 5000-acre, 4500-bed resort at Porto Carras, Greece.

Mr. List has been a guest lecturer at the New England School of Art and Design, the Radcliff Institute and the Boston Architectural Center. He has also taught classes in planting design and site analysis, and graphic presentation. Mr. List is a registered Landscape Architect in Massachusetts.





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CAROL MONACELLI

Principal

CityDesign Collaborative, Inc.

EDUCATION

Bachelor of Science in Studio Art

Skidmore College

Ms. Monacelli is a graphic designer with experience in publication design and signage. While an associate with a nationally-known urban design firm, Ms. Monacelli worked on numerous projects including the Lowell National Cultural Park Report which was cited by the American Institute of Government Communications as the best technical document produced by any government agency in 1977.

For the National Park Service Ms. Monacelli designed exhibits installed at the Charlestown Navy Yard, the main site of Boston National Historical Park. The tour directs visitors by the use of of numbered markers through the Yard, explaining the function of buildings and structures and illustrating them with drawings and historical photographs.

Ms. Monacelli has also designed and produced several project newsletters encouraging community participation in planning and downtown revitalization efforts. Among these are the Red Line News, dealing with a Boston subway expansion; the New York Gazette, acquainting New York State citizens with the progress of a planned series of urban cultural parks; and the Village News, which informed the people of Glastonbury, Connecticut of progress on two proposed new village centers.

For the town of Lawrence, Massachusetts, Ms. Monacelli designed graphics for bus shelters, information kiosks, and shuttle buses for a downtown revitalization effort. For Medford, she has designed the Medford Square Facade Kit, encouraging participation by local merchants in the town's revitalization.

Ms. Monacelli's other major projects include: a system-wide signing study for the Department of Transportation's System Center in Cambridge; design and production of the Development of Sadat City, a report produced for the Arab Republic of Egypt; and graphics for a major research study on highway impact assessment for the National Academy of Sciences.

Prior to joining CityDesign, Ms. Monacelli headed her own design consulting firm where projects included book and textbook design and production, magazine art direction, and corporate identity development.



JOHN R. SHIELDS, A.I.A.

Principal, CityDesign Collaborative, Inc.

EDUCATION:

Special Architectural Studies  
Technische Hochschule Stuttgart

Bachelor of Architecture  
Georgia Institute of Technology

Master of City Planning and Urban Design  
Harvard University

PROFESSIONAL EXPERIENCE:

Mr. Shields is an architect and urban designer whose primary professional experience is in downtown and historic area revitalization, preservation planning and adaptive reuse. While a Senior Associate with a nationally-known urban design firm, he co-managed the Boston operation and was responsible for a number of community revitalization studies throughout New England cities and towns.

Mr. Shields was director of planning and urban design of a joint venture effort for the Lowell Historic Canal District Commission which resulted in the creation of the Lowell National Historic Park. In this capacity, Mr. Shields was responsible for development of the physical layout of the Park and the Preservation District based on the city's historic and cultural development and evolution. He had a major role in developing the brief which highlights Lowell's national significance, in identifying the elements of Lowell's history and culture which should be preserved and which established the areas to be included in the Park and the larger Preservation District.

Subsequent to the Lowell study, Mr. Shields was Principal-in-Charge and project director for several urban oriented revitalization efforts. In Lawrence, for the Intown Revitalization Program, he directed conceptual planning and final design for a \$10 million program including traffic improvements, a downtown parking plan, streetscaping, new parks, storefront renovation assistance and the establishment of overall design guidelines for future public and private development in the area. In Weymouth, Mr. Shields was Project Director for the Jackson Square Urban Design Study which integrated architectural renovation with open space, traffic and parking improvements. As part of the Lowell Transportation Planning Study, he developed a citywide coordinated public-sector signing program. For the Governor's office, Mr. Shields was project director for a feasibility study which investigated alternative tourist-oriented reuse strategies for excess portions of Otis Air Force Base on Cape Cod. In Lewiston, Maine, he was project manager for a downtown parking garage with direct linkages to under-utilized commercial buildings. For the Town of Hull, Massachusetts, Mr. Shields was involved in design review for the Town's Central Area Renewal Project.

Mr. Shields' honors include the Alpha Rho Chi Medal, and Progressive Architecture Design Award, Citation for excellence in Urban Design and Planning for the Lowell National Park Plan. He has been guest speaker at Harvard Graduate School of Design, University of Lowell and Tufts University. Mr. Shields is a Registered Architect in Massachusetts and a member of the National Trust for Historic Preservation.



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JAMIE O. CALDERWOOD  
Landscape Architect  
CityDesign Collaborative, Inc.

EDUCATION

S. U. N. Y. College of E. S. & F. at Syracuse  
1978 B. L. A. Landscape Architecture  
1977 B. S. Environmental Studies

PROFESSIONAL EXPERIENCE

Mr. Calderwood is a CityDesign staff landscape architect. His experience includes site planning, urban design, resort planning and residential design.

Since his graduation, he has worked for Wiggins & Associates in Savannah, Georgia. He was responsible for site planning and the production of construction documents for an island resort located on Fripp Island, South Carolina.

Recently he was coordinating construction documents and developing design details for the revitalization of the central shopping and business district in Medford, Massachusetts. The project includes street tree planting, traffic and safety improvements, and the creation of a pedestrian mall. Mr. Calderwood also had similar roles in street revitalization studies in Lawrence, Massachusetts; Weymouth, Massachusetts and in Portland, Maine.

He is currently the landscape designer for a waterfront park and esplanade on the Norwalk River. The park will serve as the frontispiece and primary pedestrian entrance for the Norwalk Maritime Center, a combined museum and aquarium facility.

As part of the CityDesign team composed of architects, urban designers and landscape architects, Mr. Calderwood has contributed to the production of a number of smaller landscape projects.

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BOSTON REDEVELOPMENT AUTHORITY  
Library

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BOSTON REDEVELOPMENT AUTHORITY  
Library